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Financing of the United Nations Operation in Côte d'Ivoire

Budget for the United Nations Operation in Côte d'Ivoire for the period from 1 July 2011 to 30 June 2012

Report of the Secretary-General

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Summary

The present report contains the budget for the United Nations Operation in Côte d'Ivoire (UNOCI) for the period from 1 July 2011 to 30 June 2012, which amounts to $485,839,600.

The budget provides for the deployment of 192 military observers, 7,200 military contingent personnel, 450 United Nations police officers, 800 formed police unit personnel, 414 international staff, 799 national staff, 176 United Nations Volunteers, 16 Government-provided personnel, 14 international temporary positions and 10 national temporary positions.

The total resource requirements for UNOCI for the financial period from 1 July 2011 to 30 June 2012 have been linked to the Operation's objective through a number of results-based-budgeting frameworks, organized according to components (safe and secure environment; humanitarian and human rights; peace process; law and order; and support). The human resources of the Operatio.. in terms of the number of personnel have been attributed to the individual components, with the exception of the Operation's executive direction and management, which can be attributed to the Operation as a whole.

The explanations of variances in resource levels, both human and financial, have been linked, where applicable, to specific outputs planned by the Operation.

Financial resources

(Thousands of United States dollars. Budget year is from 1 July to 30 June.)

Category	*Expenditure (2009/10)*	*Apportionment (2010/11)*	*Cost estimates (2011/12)*	*Variance*	
				Amount	*Percentage*
Military and police personnel	226 123.7	230 991.2	227 462.2	(3 529.0)	(1.5)
Civilian personnel	100 002.0	99 053.3	99 173.4	120.1	0.1
Operational costs	147 432.9	155 033.7	159 204.0	4 170.3	2.7
Gross requirements	**473 558.6**	**485 078.2**	**485 839.6**	**761.4**	**0.2**
Staff assessment income	10 500.7	10 775.6	10 723.4	(52.2)	(0.5)
Net requirements	**463 057.9**	**474 302.6**	**475 116.2**	**813.6**	**0.2**
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	**473 558.6**	**485 078.2**	**485 839.6**	**761.4**	**0.2**

Human resources[a]

	Military observers	*Military contingents*	*United Nations police*	*Formed police units*	*International staff*	*National staff*[b]	*Temporary position*[c]	*United Nations Volunteers*	*Government-provided personnel*	*Total*
Executive direction and management										
Approved 2010/11	—	—	—	—	24	15	—	1	—	**40**
Proposed 2011/12	—	—	—	—	24	15	—	1	—	**40**
Components										
Safe and secure environment										
Approved 2010/11	200	7 250	—	—	14	8	—	17	—	**7 489**
Proposed 2011/12	192	7 200	—	—	14	8	—	17	—	**7 431**
Humanitarian and human rights										
Approved 2010/11	—	—	—	—	27	64	—	22	—	**113**
Proposed 2011/12	—	—	—	—	26	65	—	22	—	**113**
Peace process										
Approved 2010/11	—	—	—	—	30	107	14	18	—	**169**
Proposed 2011/12	—	—	—	—	28	107	14	18	—	**167**
Law and order										
Approved 2010/11	—	—	450	750	16	24	—	4	8	**1 252**
Proposed 2011/12	—	—	450	800	14	26	—	4	16	**1 310**
Support										
Approved 2010/11	—	—	—	—	326	565	10	114	—	**1 015**
Proposed 2011/12	—	—	—	—	308	578	10	114	—	**1 010**
Total										
Approved 2010/11	200	7 250	450	750	437	783	24	176	8	**10 078**
Proposed 2011/12	192	7 200	450	800	414	799	24	176	16	**10 071**
Net change	**(8)**	**(50)**	**—**	**50**	**(23)**	**16**	**—**	**—**	**8**	**(7)**

[a] Represents highest level of authorized/proposed strength.
[b] Includes National Officers and national General Service staff.
[c] Funded under general temporary assistance.

The actions to be taken by the General Assembly are set out in section IV of the present report.

I. Mandate and planned results

A. Overall

1. The mandate of the United Nations Operation in Côte d'Ivoire (UNOCI) was established by the Security Council in its resolution 1528 (2004). The most recent extension of the mandate was authorized by the Council in its resolution 1962 (2010), by which the Council extended the mandate until 30 June 2011. In the same resolution, the Council expressed its intention to consider authorizing the Secretary-General to redeploy further troops, as might be needed, between the United Nations Mission in Liberia (UNMIL) and UNOCI on a temporary basis. The Council also stressed the importance of continued support by UNOCI to the Ivorian peace process in accordance with its mandate. In its most recent resolution, 1967 (2011), the Council authorized the deployment of an additional 2,000 military personnel; extended its previous authorization of temporary additional military and police capabilities; extended the previously authorized temporary redeployment of three infantry companies and one aviation unit from UNMIL to UNOCI; authorized the temporary transfer of three armed helicopters with crews from UNMIL to UNOCI; and authorized the deployment of 60 formed police unit personnel, replacing 60 United Nations police officers.

2. The Operation is mandated to help the Security Council achieve an overall objective, namely, re-establishing peace, security and long-term stability in Côte d'Ivoire.

3. Within this overall objective, UNOCI will, during the budget period, contribute to a number of expected accomplishments by delivering related key outputs, shown in the frameworks below. These frameworks are organized according to components (safe and secure environment; humanitarian and human rights; peace process; law and order; and support), derived from the mandate of the Operation.

4. The expected accomplishments would lead to the fulfilment of the Security Council's objective within the lifetime of the Operation and the indicators of achievement show progress towards such accomplishments during the budget period. The human resources of UNOCI in terms of the number of personnel have been attributed to the individual components, with the exception of executive direction and management, which can be attributed to UNOCI as a whole. Variances in the number of personnel compared with the 2010/11 budget have been explained under the respective components.

5. The UNOCI headquarters is situated in Abidjan, with two regional field offices located in Bouake (Sector East) and Daloa (Sector West) and a forward logistics base in Yamoussoukro. UNOCI provides administrative, logistical and technical support to the substantive, military and police personnel deployed in Côte d'Ivoire.

B. Planning assumptions and mission support initiatives

6. The Operation's resource requirements for 2011/12 are driven by Security Council resolution 1933 (2010), in which the Council requested UNOCI to support the full implementation of the Ouagadougou Political Agreement and its four Supplementary Agreements, in particular to contribute to: (a) the consolidation of the stability of the country through monitoring armed groups, protection of civilians,

monitoring the arms embargo, public information, assistance in the field of human rights and support for humanitarian assistance; and (b) the three key remaining tasks of the peace process, namely disarmament, demobilization, reintegration of former combatants of the two parties and members of militias, redeployment of Ivorian State administration and justice throughout the country, and reform of the security sector.

7. Significant progress was made in the preparation for elections, in the implementation of identification and election-related tasks provided for in the Ouagadougou Political Agreement, including the publication of the provisional electoral list throughout the country, the launch of the appeals process, the adoption of the final electoral list and the validation of all major candidates for the presidential election. The first round of the presidential election took place on 31 October 2010 and a second round took place on 28 November 2010. Following the unforeseen crisis that emerged in the wake of the announcement of the results of the second round of the presidential election, the security situation continued to deteriorate and new challenges emerged as the stalemate remained unresolved.

8. Beyond the elections and the post-electoral crisis, critical challenges remain in relation to the unfulfilled aspects of the Ouagadougou Political Agreement, in particular those relating to the reunification of the country. This includes the disarmament of former combatants of the Forces nouvelles and the dismantling of the militias, the reunification of the Ivorian defence and security forces, the effective redeployment of State administration throughout the country and the centralization of the Treasury.

9. For the 2011/12 period, the military contingent and formed police personnel are proposed at 7,200 and 800 respectively, as compared with 7,250 and 750 in 2010/11. In order to implement the main priorities for the Operation in 2011/12 effectively, as outlined in Security Council resolution 1933 (2010), UNOCI proposes the establishment of three international posts for substantive components, namely protection of civilians and public administration. The human resources requirement of these three functions will be met through internal reassignment within the same sections. Additionally, UNOCI proposes the creation of eight positions for seconded Customs Officers, to be offset by a reduction in military observers, as endorsed by the Council in its resolution 1933 (2010). These functions will enable UNOCI to play a more active role in providing support for the political process, protecting civilians, the resumption of State fiscal and treasury administration in the north of Côte d'Ivoire, and monitoring the arms embargo in view of the non-effective reunification of the two former belligerent armies and dismantling of the militias groups.

10. Pursuant to the provision of General Assembly resolution 65/248 on the harmonization of conditions of service in the field, the present report reflects the proposed abolishment of three P-3, two P-2 and two Field Service posts and the proposed conversion of 16 Field Service posts to national General Service posts. Vacancy rates for international and national staff have also been adjusted to take into account these proposals.

11. The resource requirements for the 2011/12 period reflect an increase of 0.2 per cent compared with the 2010/11 period, which is attributable primarily to: (a) higher fuel consumption related to facilities and infrastructure, due mainly to frequent power cuts in Côte d'Ivoire, as well as increased costs for maintenance services and

security services; (b) increased air transportation costs, due mainly to an increase in the price of jet fuel and the renewal of air operations contracts; and (c) higher national staff costs, primarily as a result of the conversion of 16 Field Service posts to national General Service posts, pursuant to General Assembly resolution 65/248. The increased requirements are partly offset by: (a) decreased requirements for military contingents, due mainly to the reduction in the authorized strength as compared with the level in the 2010/11 approved budget; and (b) decreased requirements for international staff, due mainly to the abolishment of three P-3, two P-2 and two Field Service posts and the conversion of 16 Field Service posts to national posts.

12. UNOCI will implement a number of mission support initiatives, including the introduction of solar-powered deep-well water pumps at five locations (Odienne, Korhogo, Ferkessedougou, Bouna and Bouake) to reduce electrical power consumption (expected to be completed in December 2011), and the installation of environmentally friendly wastewater treatment systems in two additional camps, in Daloa and Korhorgo, to reduce the environmental impact of effluent from the camps (expected to be completed in February 2012).

C. Regional mission cooperation

13. UNOCI will continue to enhance regional cooperation with UNMIL, the United Nations Integrated Peacebuilding Office in Sierra Leone (UNIPSIL) and the United Nations Office for West Africa (UNOWA) under the auspices of the United Nations West Africa administrative conference, where a number of administrative and logistical issues are discussed and steps are taken to identify areas for joint collaboration so as to achieve efficiency gains and ensure that missions within the region carry out their work effectively and efficiently at the minimum possible cost. Furthermore, the Special Representatives of the Secretary-General and senior mission officials will continue to meet and consult regularly on the political situation in the region and issues of mutual concern, such as cross-border movements of irregular armed groups and weapons. Regular exchanges of information at the working level will be maintained between the three operations on such issues as human rights, disarmament, demobilization and reintegration, civil affairs, the rule of law and police matters. Pursuant to Security Council resolutions 1609 (2005) and 1938 (2010), UNMIL provided reinforcement for UNOCI, temporarily redeploying three infantry companies and an aviation unit, consisting of two military utility helicopters, in accordance with Council resolutions 1951 (2010), 1962 (2010) and 1967 (2011). Due to the restrictions on movement imposed on UNOCI, UNMIL is assisting with the rotations of UNOCI contingents by establishing an air bridge between Bouake and Monrovia.

D. Partnerships, country team coordination and integrated missions

14. UNOCI will continue to strengthen its partnership and coordination with the United Nations country team under the integrated strategic framework through regular meetings and joint programmes and activities. UNOCI, in collaboration with the United Nations agencies, funds and programmes (resident and non-resident) in Côte d'Ivoire, has been engaged in three planning processes, in humanitarian activities, long-term planning, and integration. Humanitarian actors will concentrate

their activities in two major areas of intervention, namely the stabilization of returnees in their areas of origin in the western part of the country, and malnutrition in the northern part of the country. On 1 January 2010 the inter-agency humanitarian coordination committee became the enlarged coordination committee in order to focus upon activities related to early recovery in support of the national post-crisis programme. For long-term planning, the United Nations country team in Côte d'Ivoire is fully committed to the implementation of the provisions of the United Nations Development Assistance Framework for the period 2009-2013 in full support of the national poverty reduction strategy paper for the same period. UNOCI, with the United Nations country team, has formalized an integrated strategic framework, which focuses on the root causes of the conflict in Côte d'Ivoire. This framework has been revised pursuant to the provisions of Security Council resolution 1933 (2010), which identifies areas of joint intervention between the United Nations country team and UNOCI for strategic peacebuilding and peace consolidation. The priority plan for Côte d'Ivoire has been discussed internally with UNOCI and the United Nations country team, as well as with the Government, and is being finalized. UNOCI is supporting national efforts for the establishment of nationally owned coordination structures for poverty reduction.

E. Results-based-budgeting frameworks

Executive direction and management

15. Overall mission direction and management are to be provided by the Office of the Special Representative of the Secretary-General.

Table 1
Human resources: executive direction and management

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*Subtotal*	*National staff[a]*	*United Nations Volunteers*	*Total*
Office of the Special Representative of the Secretary-General									
Approved posts 2010/11	1	1	2	2	2	8	6	—	14
Proposed posts 2011/12	1	1	2	2	2	8	6	—	14
Net change	—	—	—	—	—	—	—	—	—
Office of the Principal Deputy Special Representative of the Secretary-General for Operations and Rule of Law									
Approved posts 2010/11	1	—	3	1	1	6	3	—	9
Proposed posts 2011/12	1	—	3	1	1	6	3	—	9
Net change	—	—	—	—	—	—	—	—	—

	International staff								
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal	National staff*	United Nations Volunteers	Total
Office of the Deputy Special Representative of the Secretary-General for Humanitarian Coordination, Recovery and Reconstruction									
Approved posts 2010/11	1	—	2	—	1	4	3	—	7
Proposed posts 2011/12	1	—	2	—	1	4	3	—	7
Net change	—	—	—	—	—	—	—	—	—
Office of the Legal Adviser									
Approved posts 2010/11	—	—	1	1	—	2	3	1	6
Proposed posts 2011/12	—	—	1	1	—	2	3	1	6
Net change	—	—	—	—	—	—	—	—	—
Joint Mission Analysis Centre									
Approved posts 2010/11	—	—	1	1	—	2	—	—	2
Proposed posts 2011/12	—	—	1	1	—	2	—	—	2
Net change	—	—	—	—	—	—	—	—	—
Embargo Cell									
Approved posts 2010/11	—	—	—	2	—	2	—	—	2
Proposed posts 2011/12	—	—	—	2	—	2	—	—	2
Net change	—	—	—	—	—	—	—	—	—
Total									
Approved 2010/11	3	1	9	7	4	24	15	1	40
Proposed 2011/12	3	1	9	7	4	24	15	1	40
Net change	—	—	—	—	—	—	—	—	—

* Includes National Officers and national General Service staff.

Component 1: safe and secure environment

16. Component 1 reflects key expected accomplishments related to maintaining peace and security, supporting the disarmament, demobilization and reintegration programmes within the framework of the Ouagadougou Political Agreement and subsequent Supplementary Agreements, supporting the restructuring of the armed forces and the integration of the former belligerent forces and ensuring full compliance of the parties with the arms embargo. The Operation's concept of operations calls for fewer troops performing static missions and more troops patrolling throughout the UNOCI area of responsibility. All combat elements of the military contingents will conduct long-range patrols, routine patrols, air reconnaissance, border patrols and escorts.

17. UNOCI will continue to assist the elected Government in the implementation of the disarmament, demobilization and reintegration process and provide logistical and technical support to the national authorities in that regard. The disarmament,

demobilization and reintegration process is expected to be completed following the reorganization of the Ivorian army and the cantonment, selection and integration of Forces nouvelles personnel into the new army. It is anticipated that the main part of the disarmament, demobilization and reintegration of ex-combatants and the dismantling of militias will be achieved after the presidential elections.

18. UNOCI will collaborate with UNIPSIL and UNMIL to coordinate the implementation of a voluntary repatriation and resettlement programme for foreign ex-combatants. In its advisory and support role, UNOCI will interface regularly with the Government, the Forces nouvelles and staff of the national defence and security forces, the National Programme on Reinsertion and Community Rehabilitation and the National Programme of Civic Service in order to assist in the processes to disarm, demobilize and reintegrate Forces nouvelles elements and disarm and dismantle the militias. Through the expansion of its innovative joint programme on microprojects, UNOCI and the United Nations Development Programme (UNDP) will jointly continue to support, with their implementing partners, the reinsertion of former combatants, militias, youth associated with armed conflict and youth at risk, including through the establishment of projects targeting women beneficiaries.

19. Within this framework and through its inter-agency coordination mechanism, UNOCI will plan and coordinate with the World Bank, the European Union, the United Nations country team and the donor community in Côte d'Ivoire, and relevant non-governmental organizations (NGOs), in support of the overall disarmament, demobilization and reintegration process. Although progress has been made in dismantling pro-Government militias, efforts will need to continue to collect any weapons that may have been held by the militias, to provide reinsertion assistance to former militia members and to monitor them so as to ensure they do not remobilize.

Expected accomplishments	*Indicators of achievement*
1.1 Continued stabilization of security conditions in Côte d'Ivoire	1.1.1 No reports of armed groups threatening the civilian population (2009/10: 0; 2010/11: 0; 2011/12: 0)
	1.1.2 Full compliance by Ivorian parties and neighbouring States with the arms and diamond embargo (2009/10: 0 incidents; 2010/11: 0 incidents; 2011/12: 0 incidents)

Outputs

- 585,600 routine troop patrol days (160 patrols per day x 10 troops per patrol x 366 days)
- 26,000 long-range troop patrol days (2 patrols per week x 25 troops per patrol x 52 weeks x 2 battalions)
- 1,440 air reconnaissance patrol hours (3 helicopters x 40 hours per helicopter x 12 months)
- 37,332 military observer mobile patrol person-days (2 military observers per patrol x 3 patrols x 17 team sites x 366 days) in Sectors East and West
- 208 boat patrol days (2 boats x 2 days per week x 52 weeks)
- Participation in 10 meetings on regional and inter-mission cooperation, including with the Defence and Security Committees of the Economic Community of West African States, UNIPSIL, UNMIL and UNOWA, focused on containing cross-border movements of armed groups and operations against the illegal movement of weapons

- Provision of advice to the National Armed Forces of Côte d'Ivoire (FANCI) on monitoring borders, with special attention to the movement of Liberian refugees, combatants and arms, through ad hoc meetings
- 102,114 troop security person-days (279 troops x 366 days) for the close protection of ministers of the Government of Côte d'Ivoire and other major political leaders
- 12 reports to the Security Council Committee established pursuant to resolution 1572 (2004) on compliance with the arms embargo and on cooperation with the Ivorian customs service on issues concerning embargoed goods
- Conduct of 4 monthly survey visits (ground and aerial) to diamond exploitation sites to monitor diamond production
- Conduct of 15 weekly inspections of cargo on board aircraft and other vehicles at Ivorian seaports, airports and airfields
- Conduct of 60 monthly arms inspections in Ivorian military installations (FANCI and the Armed Forces of the Forces nouvelles), organization of 1 monthly training session for UNOCI military and police officers conducting embargo inspections and coordination of 2 joint border meetings with UNMIL officers at the western border with Liberia
- Conduct of monthly press briefings to the national and international media with a view to enhancing the understanding and awareness of the role and actions of UNOCI forces in the post-electoral context
- Conduct 4 train-the-trainer sessions in Abidjan and the sectors on the military guidelines to integrate gender mainstreaming

Expected accomplishments	*Indicators of achievement*
1.2 Cantonment and disarmament of former Forces nouvelles combatants and demobilization and dismantlement of pro-Government militias	1.2.1 Cantonment and disarmament of Forces nouvelles combatants in Côte d'Ivoire (2009/10: additional 5,000; 2010/11: additional 10,000; 2011/12: additional 10,000)
	1.2.2 No reports of violent incidents involving dismantled pro-Government militias (2009/10: 0; 2010/11: 0; 2011/12: 0)

Outputs

- Provision of advice, on a monthly basis, to the Government of Côte d'Ivoire, the National Programme on Reinsertion and Community Rehabilitation and the National Programme of Civic Service on the establishment of an information system for the registration and follow-up monitoring of ex-combatants and former militia members
- Organization of 2 training sessions on the control of small arms and light weapons and on security sector reform to build the capacity of the National Commission on Small Arms and Light Weapons and the national authorities and relevant national structures
- Organization of 2 workshops on women and disarmament, demobilization and reintegration, in cooperation with the national authorities, the National Programme on Reinsertion and Community Rehabilitation, UNDP, civil society and representatives of women ex-combatants and women associated with conflict

- Sensitization of 300 ex-combatants on HIV/AIDS and facilitation of their access to voluntary counselling and testing services, in collaboration with the United Nations Population Fund, UNDP and the Joint United Nations Programme on HIV/AIDS (UNAIDS)
- Monitoring, through biannual assessments, field visits, bimonthly meetings and information exchanges with local authorities, of any remaining high-risk groups posing a threat to consolidation of the peace process in order to advise the Government
- Provision of advice, through monthly meetings, to Government authorities on monitoring and designing policies and assistance in mobilizing resources for the reinsertion of these groups

Expected accomplishments	*Indicators of achievement*
1.3 Reintegration of national ex-combatants and former militias into Ivorian society and repatriation and resettlement of foreign ex-combatants present in Côte d'Ivoire, with special attention to the specific needs of women and children	1.3.1 No large-scale demonstrations by groups of ex-combatants to protest the lack of reintegration opportunities 1.3.2 Reintegration of pro-Government militias in sustainable economic and development programmes administered by the National Programme of Civic Service, the National Programme on Reinsertion and Community Rehabilitation, UNOCI, UNDP and NGOs in Côte d'Ivoire (2009/10: 1,000; 2010/11: 6,000) 1.3.3 Preparation and implementation of action plans by parties to the conflict on ending the use of child soldiers (2009/10: 2; 2010/11: 2)

Outputs

- Provision of advice and technical support to the National Programme on Reinsertion and Community Rehabilitation and the National Programme of Civic Service through monthly meetings on the establishment and implementation of reintegration programmes for ex-combatants and former militia members
- Organization of quarterly inter-agency coordination meetings with international partners (the World Bank, UNDP, the United Nations Children's Fund, the Office for the Coordination of Humanitarian Affairs of the Secretariat, the European Union and NGOs) and the donor community on the funding and implementation of reinsertion and reintegration programmes for former members of armed groups, at-risk youth and women
- 500 reinsertion projects as a part of the microprojects programme to provide support for the reinsertion of former members of armed groups, at-risk youth and women
- Public information campaign on the disarmament, demobilization and reintegration process, including monthly radio programmes in French and 5 local languages, distribution of 10,000 pamphlets/leaflets and 1,000 posters, organization of quarterly briefings to the national and international media, the diplomatic community and civil society on matters pertaining to disarmament, demobilization and reintegration
- Daily monitoring of compliance by the parties to the conflict to end the use of child soldiers and prevent the recruitment or re-association of children with adult combatants
- Workshop on women and disarmament, demobilization and reintegration, in cooperation with the Integrated Command Centre, the National Programme on Reinsertion and Community Rehabilitation, UNDP, civil society and representatives of women ex-combatants

External factors

The Licorne forces will continue to provide assistance as required in support of the UNOCI military component, including through their quick-reaction force capability; troop-contributing countries will continue to provide the required troops; and the United Nations embargo regime will be observed, closely monitored and reported. Funding for reintegration activities is made available by donors, and the partner institutions are able to establish and manage reintegration activities for ex-combatants and other target groups.

Table 2
Human resources: component 1, safe and secure environment

Category	*Total*
I. Military observers	
Approved 2010/11	200
Proposed 2011/12	192
Net change	(8)
II. Military contingents	
Approved 2010/11	7 250
Proposed 2011/12	7 200
Net change	(50)

	International staff								
III. Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*Subtotal*	*National staff*[a]	*United Nations Volunteers*	*Total*
Office of the Force Commander									
Approved posts 2010/11	—	2	—	—	—	2	3	—	5
Proposed posts 2011/12	—	2	—	—	—	2	3	—	5
Net change	—	—	—	—	—	—	—	—	—
Joint Operations Centre									
Approved posts 2010/11	—	—	—	—	2	2	—	—	2
Proposed posts 2011/12	—	—	—	—	2	2	—	—	2
Net change	—	—	—	—	—	—	—	—	—
Disarmament, Demobilization and Reintegration Section									
Approved posts 2010/11	—	1	3	5	1	10	5	—	15
Proposed posts 2011/12	—	1	3	5	1	10	5	—	15
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions[b] 2010/11	—	—	—	—	—	—	—	17	17
Proposed temporary positions[b] 2011/12	—	—	—	—	—	—	—	17	17
Net change	—	—	—	—	—	—	—	—	—

Subtotal									
Approved 2010/11	—	1	3	5	1	10	5	17	32
Proposed 2011/12	—	1	3	5	1	10	5	17	32
Net change	—	—	—	—	—	—	—	—	—
Subtotal, civilian staff									
Approved posts 2010/11	—	3	3	5	3	14	8	—	22
Proposed posts 2011/12	—	3	3	5	3	14	8	—	22
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions[b] 2010/11	—	—	—	—	—	—	—	17	17
Proposed temporary positions[b] 2011/12	—	—	—	—	—	—	—	17	17
Net change	—	—	—	—	—	—	—	—	—
Subtotal									
Approved 2010/11	—	3	3	5	3	14	8	17	39
Proposed 2011/12	—	3	3	5	3	14	8	17	39
Net change	—	—	—	—	—	—	—	—	—
Total (I-III)									
Approved 2010/11									7 489
Proposed 2011/12									7 431
Net change									(58)

[a] Includes National Officers and national General Service staff.
[b] Funded under general temporary assistance.

Component 2: Humanitarian and human rights

20. Component 2 will focus on strengthening the promotion and protection of human rights, with special attention to the situation of women and children, especially children in armed conflict, in support of the implementation of Security Council resolutions on women in the peace process. It will also address the short-term residual challenges faced by vulnerable and disadvantaged groups, notably persons living with or affected by HIV/AIDS. To this end, UNOCI will work in partnership with United Nations agencies, funds and programmes in Côte d'Ivoire, including the Office of the United Nations High Commissioner for Human Rights (OHCHR), the Government, NGOs, mayors and community leaders, traditional rulers, universities, military and civilian authorities and women's rights observers. Appropriate mechanisms will be put in place to ensure a progressive transition from peacekeeping to more peacebuilding and peace consolidation related matters. The development of an amended integrated strategic framework and the establishment of joint United Nations offices in the field, with the participation of the United Nations country team and UNOCI, will further enhance partnerships on critical issues related to the peacebuilding process and on facilitating the transition towards longer-term development in the context of the United Nations Development Assistance Framework for 2009-2013 in support of the national long-term planning tool as outlined in the poverty reduction strategy paper for 2009-2013.

Expected accomplishments	*Indicators of achievement*
2.1 Progress towards respect for human rights and accountability for human rights violations in Côte d'Ivoire	2.1.1 Investigation by national and international human rights organizations and NGOs operating in Côte d'Ivoire of human rights violations and issuance of reports on the human rights situation in the country (2009/10: 10 reports; 2010/11: 5 reports; 2011/12: 5 reports)
	2.1.2 Identification of perpetrators of serious human rights violations and bringing them to the attention of competent civilian and/or military judicial authorities (2009/10: 50; 2010/11: 40; 2011/12: 40)
	2.1.3 Implementation of the national plan of action to end sexual and gender-based violence in Côte d'Ivoire
	2.1.4 Full operational capacity of the Women's Rights Observatory to support the monitoring of women's human rights and the implementation of gender equality mechanisms in Côte d'Ivoire

Outputs

- Conduct of 50 human rights training sessions and refresher courses for 8,000 Ivorian military, law enforcement and judicial personnel, 450 civil society activists and 50 journalists, with particular emphasis on the rights of women and children, including protection from gender-based violence, as well as human rights
- Training for 50 journalists on sexual and gender-based violence, human rights, with particular emphasis on the rights of women and children, and human rights in relation to elections
- Training of 100 staff of local NGOs in the investigation and documentation of human rights violations
- Provision of advice and technical support to the Government on the formulation and implementation of a national human rights action plan and to the National Human Rights Commission in the implementation of its human rights promotion and protection mandate
- Provision of advice to the Ministries of National Education, the Interior and Defence on mainstreaming human rights into the curricula of primary and secondary schools and of police and gendarmerie training academies, including through 12 monthly meetings with the National Committee for Human Rights Education
- Establishment of 100 new human rights clubs in schools and colleges and strengthening the capacity of the 100 existing human rights clubs through training and technical assistance
- 2 semi-annual public reports, 4 quarterly reports to the Security Council sanctions committee and 2 thematic reports on the human rights situation in Côte d'Ivoire
- Public information campaign to sensitize the general public on human rights issues, including 40 weekly radio programmes on human rights, including women's and children's rights; 4 television appearances to discuss human rights issues; printing and distribution of 10,000 pamphlets/leaflets; 6 human rights briefings for the media and the diplomatic community; 1 public report every 6 months on the human rights situation throughout the country on the UNOCI website; outreach activities, including 5 human rights days; commemoration of International Women's Day (500 posters and 50 banners) and commemoration of

Security Council resolutions on women and peace and security (resolutions 1325 (2000) and 1820 (2008)) in cooperation with the Ministry of the Family, Women and Social Affairs and civil society (1,000 posters and 5,000 brochures)

- Participation in 4 subregional meetings of OHCHR field presences in West Africa and in one OHCHR annual consultation meeting in Geneva
- 6 bimonthly reports to the Working Group on Children and Armed Conflict established by Security Council resolutions 1612 (2005) and 1882 (2009) on grave violations and abuses committed against children affected by the armed conflict and 1 annual monitoring and compliance report to the Security Council on major violations and abuses committed against children
- 7 training sessions and 7 child protection forums per month for local NGOs and civil society groups to sensitize local communities on child protection
- Organization of 50 training sessions for local women's organizations and traditional leaders on the provisions of Security Council resolution 1820 (2008) and sexual violence related to conflict in the most affected areas in the north and west (Duekoue, Man, Odienne and Korhogo)
- Training of 100 journalists and other media practitioners and 100 leaders from local women's representative organizations on gender-related issues, including gender-based violence, and women's participation in the decision-making process
- Provision of technical assistance to the Ministry of Human Rights and Justice, the Ministry of the Family, Women and Social Affairs and the Association of Women Lawyers to strengthen the capacity of the Women's Rights Observatory including through training of its members, briefings and support in the collection of relevant documentation
- 5 quick-impact projects on human rights
- Establishment of an early warning system to detect possible threats to the protection of civilians

Expected accomplishments	*Indicators of achievement*
2.2 Transition from humanitarian response to early recovery/development conditions in Côte d'Ivoire	2.2.1 Increase in the number of basic social services (schools, hospitals and other medical facilities) and water facilities reopened in the north and west of the country (2009/10: 775; 2010/11: 875; 2011/12: 900)

Outputs

- Development of a revised inter-agency contingency plan for Côte d'Ivoire with links to subregional inter-agency contingency plans
- Conduct of quarterly workshops for national NGOs to support the national response to HIV/AIDS, in collaboration with Government authorities and UNAIDS
- 5 quick-impact projects to improve the situation of internally displaced persons returned to areas of origin, 5 quick-impact projects on HIV/AIDS, and 5 quick-impact projects focusing on children and gender-related issues, including 3 with a specific target on sexual and gender-based violence
- Development of a priority plan for Côte d'Ivoire to implement the transition from peacekeeping to peacebuilding as described in the amended integrated strategic framework

External factors

Local parties will cooperate by providing security for human rights and humanitarian actors; donors will provide funding for early recovery/development related activities and human rights projects; the Government will provide funding for its national post-crisis programme and donors will provide funding for long-term planning (national poverty reduction strategy paper).

In the context of the heavily indebted poor countries initiative, Côte d'Ivoire, in order to reach the completion point, will have to: (a) implement the poverty reduction strategy for at least one year and maintain macroeconomic stability as evidenced by satisfactory performance under the economic programme supported by an arrangement under the Extended Credit Facility; and (b) implement in full the floating completion point triggers, which cover key structural and social reforms, including in the areas of public finance management, debt management and governance.

In the context of the national poverty reduction strategy paper covering the period 2009-2013, it is expected that the national coordination structures will be put in place at both the national and local levels in 2011.

Table 3
Human resources: component 2, humanitarian and human rights

Category	*Total*
I. Government-provided personnel	
Approved 2010/11	—
Proposed 2011/12	8
Net change	8

II. Civilian staff

	International staff						*National staff*	*United Nations Volunteers*	*Total*
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*Subtotal*			
Human Rights Section									
Approved posts 2010/11	—	1	3	11	1	16	34	11	61
Proposed posts 2011/12	—	1	3	11	1	16	34	11	61
Net change	—	—	—	—	—	—	—	—	—
Civil Affairs Section									
Approved posts 2010/11	—	—	3	2	1	6	12	4	22
Proposed posts 2011/12	—	—	3	2	—	5	13	4	22
Net change	—	—	—	—	(1)	(1)	1	—	—
Child Protection Section									
Approved posts 2010/11	—	—	1	1	—	2	11	4	17
Proposed posts 2011/12	—	—	1	1	—	2	11	4	17
Net change	—	—	—	—	—	—	—	—	—

Gender Unit									
Approved posts 2010/11	—	—	1	1	—	2	2	—	4
Proposed posts 2011/12	—	—	1	1	—	2	2	—	4
Net change	—	—	—	—	—	—	—	—	—
HIV/AIDS Unit									
Approved posts 2010/11	—	—	1	—	—	1	5	3	9
Proposed posts 2011/12	—	—	1	—	—	1	5	3	9
Net change	—	—	—	—	—	—	—	—	—
Total civilian staff									
Approved posts 2010/11	—	1	9	15	2	27	64	22	113
Proposed posts 2011/12	—	1	9	15	1	26	65	22	113
Net change	—	—	—	—	(1)	(1)	1	—	—
Total (I and II)									
Approved posts 2010/11									113
Proposed posts 2011/12									121
Net change									8

[a] Includes National Officers and national General Service staff.

International staff: conversion of 1 Field Service post to a national General Service post

National staff: increase of 1 national General Service post

21. Pursuant to General Assembly resolution 65/248, it is proposed that 1 Field Service post be converted to a national General Service post.

22. In accordance with Security Council resolution 1933 (2010), UNOCI is to protect, without prejudice to the primary responsibility of the Ivorian authorities, civilians under immediate threat of physical violence, within its capabilities and its areas of deployment, including in high risk areas identified by UNOCI on the basis of the strategy for the comprehensive protection of civilians and the threat assessment referred to in the report of the Secretary-General of 20 May 2010 (S/2010/245). Protection of civilians is a major contribution to peace consolidation and is clearly not a security issue alone. It has also socio-economic, humanitarian and human rights dimensions, which the United Nations system will address in a holistic manner together with the Government and other stakeholders. Although the protection of civilians has been a part of UNOCI's mandate since the inception of the Operation in 2004, it is only now that UNOCI has turned its attention fully towards the actual implementation of this aspect of its mandate, in collaboration with the United Nations country team. The Human Rights Section takes the responsibility for overall coordination of the Operation's activities for the protection of civilians, including leading the process of development and adoption of a comprehensive strategy; monitoring the implementation of the strategy by various components of UNOCI and the United Nations country team; ensuring adequate coordination of protection of civilians activities among various UNOCI components,

between UNOCI and the United Nations country team and between the United Nations system and the Government and other national actors; and producing periodic reports on the implementation of the comprehensive strategy on civilian protection. In this connection, a new P-4 Protection of Civilians Officer post is proposed to be created in the Human Rights Section to enable UNOCI to achieve the full implementation of its comprehensive civilian protection strategy. The human resources requirement of this new post will be met through reassignment from within the Section.

23. Security Council resolution 1933 (2010) mandated UNOCI to support the redeployment of Ivorian State administration and justice throughout the country. UNOCI will play a more active role in support of the effective restoration of State authority, including the resumption of State functions, including fiscal and customs functions. The Civil Affairs Section will continue to engage in assisting the Government and Ivorian civil society in developing initiatives for the promotion of social cohesion and national reconciliation, in the restoration of basic social services in collaboration with the United Nations country team, as well as overall management of quick-impact projects. It will also provide support to the redeployment of Ivorian State administration in line with Council resolution 1933 (2010). The Section covers activities in Abidjan and nine field offices and the extent of its current areas of intervention is wide-ranging. It is important to reinforce the number of staff, especially international staff, given the political sensitivity involved in the restoration of fiscal, customs and treasury functions. It is therefore proposed that two Public Administration Officer posts (1 P-4 and 1 P-3) and eight Seconded Customs Officer posts be created to assist the resumption of fiscal and customs services, requiring extensive professional experience in customs services and public finance. The human resources requirement of the two new posts will be met through reassignment from within the Section. The eight Seconded Customs Officer posts will be offset by a reduction in military observers as endorsed by the Security Council in its resolution 1933 (2010).

24. The Public Administration Officers will assist in the formulation and implementation of UNOCI strategies in support of the restoration of a fiscal, customs and treasury administration in the north of Côte d'Ivoire. They will reinforce the technical capacity of the Civil Affairs Section both at headquarters in Abidjan and in the field. They will be deployed in Abidjan and in areas that are particularly affected by the resumption of tax and customs functions. One Public Administration Officer (P-4) will be based in Abidjan and the other (P-3) in Bouake, where the headquarters and finance centre of the Forces nouvelles are located.

25. Two of the eight Seconded Customs Officers will be located in Abidjan, two in the Bouake sector office, two in the Korhogo field office and two in the Man field office. These Officers will be in charge of issues related specifically to customs, the redeployment of customs throughout the northern part of the country and the opening and functioning of customs offices at border crossing points. They will provide assistance to the national authority through training, advocacy, monitoring and advice. The two Customs Officers in Abidjan will ensure regular information flow from customs authorities in the economic capital and the regions, and six Officers at the field offices will be tasked to visit remote border crossing points on a regular basis and liaise with the Embargo Cell on issues of common concern.

26. These new posts will assist in the formulation and implementation of UNOCI strategies in support of the restoration of a fiscal, customs and treasury administration in the north of Côte d'Ivoire; ensure coherence of the work on the restoration of fiscal, customs and treasury administration; establish and maintain constructive and effective working relations with fiscal, customs and treasury officials and other relevant officials at the national level; assist relevant national institutions to assess capacity-building and support needs; help to design and mobilize a coordinated response to these needs from relevant actors; provide assistance and support to the deployed customs officials in the north; contribute to the development of and implement customs training programmes for all levels of staff; provide development advice and guidance to customs personnel; and work collaboratively with external partners in areas related to the restoration of State authority.

Component 3: peace process

27. The political situation in Côte d'Ivoire has continued to improve since the signing of the fourth Supplementary Agreement to the Ouagadougou Political Agreement. Implementation of the peace accords has led to significant progress, in particular the dismantling of the zone of confidence, which had illustrated the partition of the country; the partial redeployment of Government offices and staff and the gradual transfer of authority from the Forces nouvelles zone commanders to the prefects. However, the Government that emerges from the presidential and legislative elections will need the continued support of the international community and UNOCI to ensure stability, consolidate peace and implement the remaining key tasks identified under the Ouagadougou Agreements, in particular the restoration of State authority throughout the country, the demobilization and reintegration of former combatants and the restructuring of the defence and security forces. UNOCI will continue to assist in the completion of the restoration of State authority by supporting the ongoing process of effective and complete redeployment of the local authorities (*corps préfectoral*), the centralization of the treasury in the north and the deployment of other civil servants, including agents of line ministries. Efforts will also continue to be made to promote social cohesion and thereby contribute to the broader peace process. Integration and coordination with the United Nations country team through the integrated strategy framework will also be strengthened to reinforce the capacity of Ivorian institutions.

28. UNOCI will assist in the transfer of knowledge in the post-electoral era. The Electoral Assistance Office will finalize the remaining post-electoral operations, such as coordination of the movement of equipment, personnel and identification and elections materials, advice to the national authorities on the management of electoral material after the elections and update of the electoral database and its transfer to the national authorities. The Electoral Assistance Office will also continue to support, in Abidjan as well as in the main cities of Bouake and Daloa, capacity-building of approximately 12,800 national electoral staff and the establishment of a new national electoral management body to replace the current Independent Electoral Commission, ensuring that it is fully able to organize future local, municipal and regional elections. The Electoral Assistance Office will also advise the national authorities, including the judiciary, on electoral legislation and the maintenance and updating of the voters list.

Expected accomplishments	*Indicators of achievement*
3.1 Reunification of Côte d'Ivoire and enhancement of political stability	**3.1.1 Full restoration of State authority throughout the country and effective and complete redeployment of the local authorities (*corps préfectoral*) in the north**
	3.1.2 Re-establishment by the Government of a fully functioning single Treasury
	3.1.3 Free and unhindered movement of persons and goods throughout the country
	3.1.4 Return of all civil servants, including agents of line ministries, to duty throughout Côte d'Ivoire
	3.1.5 Implementation of an action plan on children's rights in the context of the implementation of the Ouagadougou Political Agreement as well as in the post-conflict reconstruction and recovery phases, pursuant to Security Council resolutions 1314 (2000), 1460 (2003), 1612 (2005) and 1826 (2008)
	3.1.6 Inclusion of gender mainstreaming action in the planning of the reconstruction of the country in accordance with the Ouagadougou Political Agreement, as requested by the Security Council in resolutions 1325 (2000), 1674 (2006), 1721 (2006), 1765 (2007) and 1820 (2008)

Outputs

- **Monthly reports on the situation of the media to the Security Council Committee established pursuant to resolution 1572 (2004) concerning Côte d'Ivoire**
- **Promotion of gender-related issues in national reconstruction through organization of 8 training sessions to strengthen the capacity of women members of political parties, traditional and religious leaders and members of women's NGOs on gender and women's participation in national reconstruction**
- **5 sensitization workshops on gender-related issues in the post-electoral process targeting leaders of communities, in the south, north, east, west and centre of the country**
- **Publication of a special article on local women's political participation and their role in the reconstruction process in specialized local women's magazines**
- **Monthly meetings with Government officials, political parties and civil society organizations, including women's organizations, to assess the status of implementation of the peace process, seek views on the peace status and foster continued participation of all stakeholders in the peace process**
- **15 quick-impact projects in support of reconciliation, outreach and conflict resolution in the areas of the country most affected by the conflict**
- **Publication of a special report on the electoral process and the lessons learned during the Ivorian elections (presidential and legislative)**
- **Publication of a booklet on the use of sport for peace**

- Organization of weekly meetings with Government representatives to monitor and support developments for the full restoration of State authority and the centralization of the Treasury in the north
- Organization of bimonthly meetings with the Government to encourage the restoration and improvement of access to basic social services such as education, health care, water and sanitation throughout the country
- Organization of monthly meetings with national and local authorities, NGOs and the United Nations country team to promote social cohesion and conflict resolution initiatives
- Organization of 10 community meetings across the country to promote dialogue, national reconciliation and community-level confidence-building
- Conduct of 5 workshops on conflict resolution and conflict management with local authorities, representatives of relevant line ministries, NGOs and civil society representatives

Expected accomplishments	*Indicators of achievement*
3.2 Progress towards the restructuring of defence and security forces and internal security services, and strengthened capacity for mainstreaming gender in security sector reform	3.2.1 Development by the national authorities of a broadly consultative vision and corresponding strategy on the future of the security sector in Côte d'Ivoire
	3.2.2 Development by the national authorities of an advisory and coordination mechanism in support of security sector reform efforts
	3.2.3 Increase in the number and rank of women in the national police and gendarmerie by at least 30 per cent (2009/10: 0; 2010/11: 0; 2011/12: 30 per cent)
	3.2.4 Increase in the number of gender desks opened in police commissariats and gendarmeries by at least 70 per cent (2009/10: 0; 2010/11: 0; 2011/12: 70 per cent)

Outputs

- Facilitation of a monthly process of national dialogue on the future of the security sector in Côte d'Ivoire involving all stakeholders, including civil society, through town hall meetings, focus group discussions and interviews with key actors, among other means
- Provision of expert advice to national authorities on the development of a vision and corresponding strategy on the future of the security sector in Côte d'Ivoire, including the future of its armed forces
- Development and delivery of training in gender and security sector reform for trainers for all security sector reform stakeholders following an in-depth analysis of women's needs and roles in security sector reform, and lobbying for the integration of women in the Ivorian defence and security forces and gendarmerie
- Provision of strategic and technical advice on a monthly basis for the establishment by national authorities of an advisory and coordination mechanism in support of security sector reform efforts, or the revision of an existing mechanism to enhance its republican credentials
- Provision of expert advice and capacity-building support on a monthly basis to entities, including the National Assembly, responsible for ensuring the accountability, transparency and oversight of security institutions
- Conduct of quarterly inter-agency coordination meetings with national and international partners and the donor community on the funding and implementation of security sector reform in Côte d'Ivoire

- Contribution to the strategic plan for justice system reform, including through the provision of advice on the independence of the justice system, legislative changes and the adoption of new laws that relate to the security sector through monthly consultation with Ivorian authorities
- Conduct or commissioning of a baseline survey on public perception of the security sector in Côte d'Ivoire to monitor public opinion trends and identify possible confidence-building measures
- Organization of 2 conferences for local authorities to convince them of the necessity to coordinate security in the various security sector reform programmes and 2 seminars to search for solutions for the implementation of a security sector reform plan based on the recommendations of the security sector assessment
- Organization of a donor conference to mobilize funds for the various programmes
- Monthly consultations with Ivorian authorities on the strategic plan for justice system reform as part of security sector reform, including the provision of advice and assistance on the independence of the justice system, legislative changes and the adoption of new laws

External factors

Availability of funds from donors for the various programmes.

Table 4
Human resources: component 3, peace process

	International staff								
	USG-ASG	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*Subtotal*	*National staff*[a]	*United Nations Volunteers*	*Total*
Political Affairs Section									
Approved posts 2010/11	—	1	6	3	1	11	4	—	15
Proposed posts 2011/12	—	1	6	2	1	10	4	—	14
Net change	—	—	—	(1)	—	(1)	—	—	(1)
Electoral Assistance Office									
Approved temporary positions[b] 2010/11	—	1	6	3	1	11	3	4	18
Proposed temporary positions[b] 2011/12	—	1	6	3	1	11	3	4	18
Net change	—	—	—	—	—	—	—	—	—
Communications and Public Information Office									
Approved posts 2010/11	—	1	3	11	4	19	103	14	136
Proposed posts 2011/12	—	1	3	10	4	18	103	14	135
Net change	—	—	—	(1)	—	(1)	—	—	(1)
Total									
Approved 2010/11	—	3	15	17	6	41	110	18	169
Proposed 2011/12	—	3	15	15	6	39	110	18	167
Net change	—	—	—	(2)	—	(2)	—	—	(2)

[a] Includes National Officers and national General Service staff.
[b] Funded under general temporary assistance, in civilian personnel costs.

International staff: abolishment of 1 P-3 and 1 P-2

29. Pursuant to General Assembly resolution 65/248 , it is proposed that 1 P-3 post and 1 P-2 post be abolished.

Component 4: law and order

30. The efficient and effective enforcement of law and order is dependent on a disciplined and professional police force. The Operation will continue to focus on restoring public confidence and improving the public image of the Ivorian police by regularly patrolling alongside the local police, constantly monitoring its activities and providing advice on respect for human rights. With the implementation of the Ouagadougou Political Agreement, and in accordance with Security Council resolution 1933 (2010), the main focus will be to assist and advise the national authorities and mixed brigades and to contribute to the development by the Ivorian authorities of the capacities of the police and gendarmerie. This will be sustained until the redeployment of State administration to areas controlled by the defence and security forces and the armed forces of the Forces nouvelles.

31. The Operation will also assist the Government in the restoration of the authority of the judiciary and rule of law institutions, including corrections, throughout Côte d'Ivoire, taking into account the presidential and legislative elections held in 2010 and 2011. The election of the legislature will allow UNOCI to advocate for a comprehensive justice and corrections system reform process, including the adoption of key legislation. The consolidation of State authority, which includes civil administration and judicial and corrections systems, would therefore remain as one of the crucial areas of focus. UNOCI has so far contributed to consolidating the functioning of courts and prisons in the north and, together with the national Ministry of Justice and Human Rights, developed and started implementing a strategic plan for justice system reform. During the period 2011/12, UNOCI will collaborate further with the United Nations country team in line with the established integrated strategic framework so as to accelerate the transition from peacekeeping to peacebuilding. In addition, the Operation will monitor the justice and corrections systems throughout the country; advocate for and advise on the design and implementation of a strategic plan for justice system reform, in particular confidence-building measures within a broader framework of the rule of law and democratic governance; mobilize and coordinate donor support for justice and corrections system reform projects, including activities aimed at strengthening the capacities of justice and corrections actors, improving the effectiveness of the justice system and improving legal aid, access to justice and prison conditions.

Expected accomplishments	*Indicators of achievement*
4.1 Enhanced public law and order and creation of sustainable operational capacities in the national police and the gendarmerie in Côte d'Ivoire	4.1.1 Deployment of law enforcement agencies in at least all urban centres throughout the country
	4.1.2 Strengthening of institutional and operational capacity of law enforcement agencies with the aim of reducing criminal activities by half
	4.1.3 Adoption and implementation by the Government of a strategic plan on the reform and restructuring of police and gendarmerie services in Côte d'Ivoire

Outputs

- 200 monthly escorts of unarmed United Nations personnel in the performance of their duties by the formed police units each month
- 29,280 United Nations daily police patrols (80 patrols x 366 days) to monitor and mentor police activities around the country and provide advice daily to national authorities, including 200 monthly joint patrols, throughout the country, with law enforcement agencies
- Provision of assistance to encourage the reconciliation and renewal of the population's trust in law enforcement agencies in order to restore a safe and secure environment throughout the country
- Daily monitoring and mentoring of law enforcement agencies in the zone comprising the central, northern and western areas, where up to 46 mixed units will be operational, as well as in 49 units of the armed forces of the Forces nouvelles
- Provision of advice on a daily basis to national authorities on reform and restructuring of the national police and gendarmerie
- Organization of transitional training for 600 police auxiliaries (Auxiliaires de sécurité) in routine police duties
- Provision of advice on a daily basis to the police and gendarmerie academies, including preparation of a new basic training curriculum and modules on gender, protection of minors, domestic violence and sexual abuse
- Conduct of 5 basic courses for trainers to provide continuous training on the main topics of community policing so as to strengthen compliance with internationally recognized principles of human rights and the rule of law
- Provision of technical assistance and logistical support to increase the technical capacity of law enforcement agencies through the installation of a forensic science laboratory and provision of training and assistance to police officers at the laboratory in crime scene management, ballistics, narcotics and counterfeit documents, including support for the creation of a criminal police database of fingerprints and policies for its establishment and management, standard operating procedures for its use and safeguards for confidentiality and privacy
- Provision of advice to the law enforcement agencies on police operations, investigations, community policing and special programmes, including traffic accidents and airport security
- Training of local police and the gendarmerie through organization of 5 courses on police ethics, deontology and human rights to enhance professional capacities, including: one basic training course for local crowd control units and crowd control trainers to improve capacities in public order management; one seminar for law enforcement agencies in gender mainstreaming to encourage increased intake of female officers into the police during recruitment campaigns and to initiate the first recruitment of female officers into the gendarmerie; and 8 sexual and gender-based violence training programmes for the local police and gendarmerie on dealing with victims of sexual offences, in collaboration with United Nations police
- Conduct of a gender audit of the legal, judicial and corrections sectors
- Provision of assistance, in collaboration with UNOWA, the United Nations Office on Drugs and Crime and the International Criminal Police Organization, to local law enforcement agencies in the implementation of an international project, the West Africa Coast Initiative, to fight organized crime
- Follow-up review of the activities of the national police and gendarmerie following the recommendations of the working group on reform and restructuring of the defence and security forces

Expected accomplishments	*Indicators of achievement*
4.2 Re-establishment of the authority of the judiciary and the rule of law institutions, including corrections, throughout Côte d'Ivoire	4.2.1 Adoption and application by the Government of a strategic plan for reform of the justice and corrections system, including adoption of key legislation
	4.2.2 Achievement of 90 per cent operational capacity of each of the 11 courts in the northern prefectures of Côte d'Ivoire (2009/10: 60 per cent; 2010/11: 80 per cent; 2011/12: 90 per cent)
	4.2.3 Achievement of 90 per cent operational capacity at each of the 11 prisons in the northern prefectures of Côte d'Ivoire (2009/10: 0; 2010/11: 80 per cent; 2011/12: 90 per cent)
	4.2.4 Reduction in the number of prison deaths (2009/10: 175; 2010/11: 160; 2011/12: 150)

Outputs

- A report to the Government on the functioning of the courts and prisons in relation to national and international standards, including the relationship between the courts and the police, following monitoring of the functioning of the justice and corrections system in the north through monthly visits to courts and prisons (one visit to each of the 11 courts)
- Monthly meetings with national authorities, including the Implementation Cell and the Steering Committee for Justice Sector Reform, to assist with the development and implementation of a strategic plan for justice sector reform
- Provision of advice and support to the Judicial Inspection Service of the Ministry of Justice and Human Rights and to the Penitentiary Inspection Service of the Directorate of Prison Administration, including through the organization of joint visits to the nine first instance tribunals and to 10 prisons throughout the country
- 44 prison visits in the Government-controlled area to provide assistance in implementing the standard operating procedures previously adopted by the Government, to assist national prison managers in handling emergencies occurring in prisons and if necessary to conduct joint missions in the facilities together with the National Prison Central Administration
- Provision of assistance to the Government in the strengthening of the legal, judicial and penitentiary education system, including the Judicial Training Institute, the national police school and law faculties, through monthly working sessions with Ivorian authorities and educational institutions
- Provision of monthly advice to authorities, monitoring the implementation of gender awareness among justice system professionals and strengthening local capacities to fight sexual and gender-based violence
- Advice and support to the Ministry of Justice and Human Rights, through monthly meetings with the working group in charge of computerization of the justice system, on the development and implementation of a pilot project for the reorganization and computerization of court clerks' offices
- Advice and support to the Ivorian authorities, as well as national and international civil society organizations working in Côte d'Ivoire, on a monthly basis on measures to reduce the amount of time spent by detainees in pre-trial detention

- Provision of assistance to the Government in reforming the legal aid system and developing other measures to render the justice system more accessible to the population, including support for the legal aid activities of the Ivorian Bar Association and NGOs
- Provision of advice to the Government and donors on, and monitoring of, the settlement of disputes related to recovery of land and property, including for returning internally displaced persons
- Monitoring of 20 court hearings on cases of human rights abuses, impunity, violence against women and electoral list disputes through visits to tribunals throughout the country
- Together with bilateral donors, provision of advice to prison management in the south and the National Prison Administration through weekly consultations on the establishment of the new prison farm at Saliakro, the development of a set of rules and operating practices for the functioning of open and semi-open prisons, and 7 visits to the site of the new prison farm
- Provision of advice to the Government on the management and accomplishments of 10 prisons following 10 prison inspections
- Sensitization of 250 prison inmates and correction officers on HIV/AIDS
- 5 quick-impact projects to assist in the strengthening of the justice and corrections sectors

External factors

Adequate external funding and the political will to support relevant initiatives.

Table 5
Human resources: component 4, law and order

Category	*Total*
I. United Nations police	
Approved 2010/11	450
Proposed 2011/12	450
Net change	—
II. Formed police units	
Approved 2010/11	750
Proposed 2011/12	800
Net change	50
III. Government-provided personnel	
Approved 2010/11	8
Proposed 2011/12	8
Net change	—

IV. Civilian staff	International staff						National staff[a]	United Nations Volunteers	Total
	USG-ASG	D-2-D-1	P-5-P-4	P-3-P-2	Field Service	Subtotal			
Office of the Police Commissioner									
Approved posts 2010/11	—	1	4	—	3	8	10	—	18
Proposed posts 2011/12	—	1	4	—	1	6	12	—	18
Net change	—	—	—	—	(2)	(2)	2	—	—
Rule of Law, Judicial System and Prison Advisory Section									
Approved posts 2010/11	—	—	4	3	1	8	14	4	26
Proposed posts 2011/12	—	—	4	3	1	8	14	4	26
Net change	—	—	—	—	—	—	—	—	—
Subtotal, civilian staff									
Approved posts 2010/11	—	1	8	3	4	16	24	4	44
Proposed posts 2011/12	—	1	8	3	2	14	26	4	44
Net change	—	—	—	—	(2)	(2)	2	—	—
Total (I-IV)									
Approved 2010/11									1 252
Proposed 2011/12									1 302
Net change									50

[a] Includes National Officers and national General Service staff.

International staff: conversion of 2 Field Service posts to national General Service posts

National staff: increase of 2 national General Service posts

32. Pursuant to General Assembly resolution 65/248, it is proposed that 2 Field Service posts be converted to national General Service posts.

Component 5: support

33. The support component reflects the work of the Mission Support Division, the Security Section and the Conduct and Discipline Team. During the budget period, support will be provided to substantive staff through the provision of logistical, administrative, financial and security services in support of the implementation of the mandate of UNOCI for the delivery of related outputs and the introduction of further service improvements, as well as the realization of efficiency gains.

Expected accomplishments	*Indicators of achievement*
5.1 Increased efficiency and effectiveness of logistical, administrative and security support to the Operation	5.1.1 Completion of all infrastructure renovations and reconstruction projects for all buildings required for mission operations to meet minimum operating security standards
	5.1.2 No increase in the average number of malaria cases reported among UNOCI personnel (2009/10: 2 cases per month; 2010/11: 2 cases per month; 2011/12: 2 cases per month)
	5.1.3 Maintenance of the number of vehicle accidents to no more than 3 per 100 vehicles (2009/10: 4 accidents; 2010/11: 3 accidents; 2011/12: 3 accidents)
	5.1.4 Reduction of the number of allegations reported to the Conduct and Discipline Team from 5 cases per month to 3 cases per month

Outputs

Service improvements

- Completion of improved mission buildings and infrastructure to meet the minimum operating security standards
- Organization of a malaria prevention programme for military observers, United Nations police and civilian personnel in Abidjan, Bouake and Daloa
- Reinforcement of a stricter driver programme complemented by driver awareness and road-safety campaigns, as well as penalties, including suspension or revocation of driving permits, for violations recorded in the CarLog system

Military, police and civilian personnel

- Emplacement, rotation and repatriation of an average strength of 7,200 military contingent personnel and staff officers, 192 military observers, 450 United Nations police officers and 800 formed police personnel
- Timely verification, monitoring, inspection and processing of verification reports of contingent-owned major equipment and self-sustainment for military and police personnel
- Monthly storage of 1,000 tons and supply of 755 tons of rations and maintenance of a 7-day reserve of combat rations at UNOCI locations (Abidjan/Sebroko, Daloa and Bouake) and 14 days at contingent locations, totalling 173,882 packs and 492,654 litres of water for military contingent and formed police personnel in 40 locations
- Administration of 1,429 civilian staff, comprising 428 international staff, 809 national staff, 176 United Nations Volunteers and 16 Government-provided personnel
- Quarterly newsletter to raise awareness and to recall the code of conduct governing the activities and behaviour of United Nations employees
- Development and implementation of a victim assistance strategy to support the victim in case of occurrence of acts of sexual exploitation and abuse

- 10 public forums and workshops, in collaboration with the Office of Communications and Public Information, for sensitization of the Ivorian population about the standards of conduct required from UNOCI military, police and civilian personnel, notably the United Nations policy of zero tolerance for acts of sexual exploitation and abuse

- Participation in 5 meetings on the prevention of sexual exploitation and abuse of authority and monitoring of the activities of the in-country network strategy on prevention of sexual exploitation and abuse and participation in 5 meetings on how to assist victims; organization of 26 induction courses on the code of conduct of United Nations personnel and training on the prevention of sexual exploitation and abuse to UNOCI military, police and civilian personnel in mission headquarters (Abidjan) and sectors (Daloa and Bouake); 28 induction training and training of trainer sessions on the prevention of sexual exploitation and abuse to 1,120 members of military contingents, rollout of training of trainer sessions to 6,291 deployed members of military contingents in Abidjan, Daloa and Bouake

- 18 managerial and leadership skills courses for 360 staff, 20 training sessions on capacity-building courses for 400 United Nations personnel, 24 induction courses for 240 United Nations civilian personnel, 20 electronic performance appraisal system sessions for 300 civilian personnel, provision of resources, materials and advice on career development to 600 mission personnel per year through the career resource centre

- 9 training sessions on gender mainstreaming in the media with 270 local participants from media structures working in the 19 regions of the country, civil society and political parties; 3 initiatives taken by senior mission leaders to incorporate gender mainstreaming on: (a) the challenges of mainstreaming gender; (b) achieving gender balance in each section; and (c) roles and responsibility at each level. These 3 initiatives aim at involving all the stakeholders in the mission-wide gender mainstreaming process

Facilities and infrastructure

- Maintenance and repair of military and formed police unit sites, United Nations police premises and civilian staff premises in approximately 53 locations

- Sanitation services for collection and disposal of sewage and garbage (50 garbage disposal sites and 65 septic waste disposal tanks)

- Operation and maintenance of 25 United Nations-owned water purification and bottling plants and chlorine dosing systems in 16 locations

- Operation and maintenance of 303 United Nations-owned generators in 53 locations

- Maintenance and renovation of 15 km of roads, 15 airfields and helicopter landing sites in 15 locations and 5 aviation fuel farm sites in 5 locations

- Supply of 2.97 million litres of petrol, oil and lubricants for 508 generators (303 items of United Nations-owned equipment and 205 items of contingent-owned equipment)

Ground transportation

- Operation and maintenance of 1,132 United Nations-owned vehicles, trailers and attachments through 3 main workshops in 3 regional locations

- Operation of a shuttle service 5 days a week for an average of 800 United Nations personnel per day to and from their accommodation to the area of operation

- Supply of 7.3 million litres of petrol, oil and lubricants for 1,029 United Nations-owned vehicles and 1,840 contingent-owned vehicles

Air transportation

- Operation and maintenance of 3 fixed-wing aircraft plus an additional fixed-wing aircraft on a cost-sharing basis with UNMIL and 10 rotary-wing aircraft (including 5 military-type helicopters and 5 under commercial contract) in 3 locations (Abidjan, Bouake and Daloa)
- Supply of 7.8 million litres of petrol, oil and lubricants for air operations

Naval transportation

- Operation and maintenance of 2 boats
- Supply of 15,600 litres of petrol, oil and lubricants for naval transportation

Communications

- Operation and maintenance of 1 satellite Earth station hub in Abidjan and 29 satellite Earth stations in 25 locations throughout the mission area, a wide-area network supporting 3,000 telephone users and 2,815 computers, a high-frequency (HF) network comprising 228 base stations and 751 mobile radios, 24 portable HF radios, a very-high-frequency (VHF) network comprising 2,666 hand-held radios, 1,194 mobile radios, 127 base station radios and 73 repeaters, and an air-to-ground VHF network comprising 42 base stations and 8 mobile stations and 15 videoconference terminals in 3 locations providing voice, fax, data and video services
- Support and maintenance of 25 FM radio stations and 4 radio production and broadcasting studios

Information technology

- Support and maintenance of 64 Hewlett-Packard servers, 9 VMware (virtual) servers, 2,147 desktop computers, 668 laptop computers, 691 printers and 171 digital senders in 55 locations and 19 wireless local area networks (LAN) and 100 databases
- Support and maintenance of 2,500 e-mail accounts and 3.04 terabytes of data backup
- Development of a Geographic Information System for providing approximately 3,000 administrative, planning and thematic maps to support policy decisions, situational awareness and operational purposes

Medical

- Operation and maintenance of 1 level I-plus clinic, 21 level I clinics and 2 level II hospitals at 2 regional headquarters
- Maintenance of mission-wide land and air evacuation arrangements for all locations, including 4 level III hospitals in Abidjan and level IV/V hospitals in Ghana (Accra), South Africa (one in Johannesburg, one in Pretoria) and Morocco (Rabat)
- HIV-related services comprising operation and maintenance of voluntary confidential HIV counselling and testing facilities for all UNOCI personnel and conduct of an HIV sensitization programme, including peer education and voluntary confidential counselling and testing

Security

- Access control monitoring and supervision at all UNOCI sites throughout the areas of operation 24 hours a day, 7 days a week, to ensure the security and safety of all United Nations staff and installations
- Provision of close protection round-the-clock to senior UNOCI staff and visiting high-level officials

- Conduct of training for security officers on unarmed combat, firearms, close protection procedures and techniques, investigation techniques and other related areas to ensure continued professional security services
- Conduct of training sessions on security for all regional and area security coordinators and conduct of at least 2 table-top evacuation and relocation drills mission-wide
- Full compliance with the minimum operating security standards for post-election United Nations sites
- Conduct of minimum operating residential security standard surveys to reach full compliance for all international civilian staff (including international staff of agencies), United Nations Volunteers, United Nations police, military observers and military staff officers still on assignment during the post-election period

External factors

Suppliers of goods and services will be able to deliver as contracted.

Table 6
Human resources: component 5, support

Category									*Total*
Net change									—
	International staff								
Civilian staff	*USG-ASG*	*D-2-D-1*	*P-5-P-4*	*P-3-P-2*	*Field Service*	*Subtotal*	*National staff*	*United Nations Volunteers*	*Total*
Conduct and Discipline Team									
Approved posts 2010/11	—	—	2	1	—	3	1	—	4
Proposed posts 2011/12	—	—	2	1	—	3	1	—	4
Net change	—	—	—	—	—	—	—	—	—
Approved temporary positions[b] 2010/11	—	—	1	1	1	3	1	—	4
Proposed temporary positions[b] 2011/12	—	—	1	1	1	3	1	—	4
Net change	—	—	—	—	—	—	—	—	—
Subtotal									
Approved 2010/11	—	—	3	2	1	6	2	—	8
Proposed 2011/12	—	—	3	2	1	6	2	—	8
Net change	—	—	—	—	—	—	—	—	—
Security Section									
Approved posts 2010/11	—	—	1	7	69	77	97	—	174
Proposed posts 2011/12	—	—	1	7	68	76	98	—	174
Net change	—	—	—	—	(1)	(1)	1	—	—
Approved temporary positions[b] 2010/11	—	—	—	—	—	—	2	—	2
Proposed temporary positions[b] 2011/12	—	—	—	—	—	—	2	—	2
Net change	—	—	—	—	—	—	—	—	—

Subtotal									
Approved 2010/11	—	—	1	7	69	77	99	—	176
Proposed 2011/12	—	—	1	7	68	76	100	—	176
Net change	—	—	—	—	(1)	(1)	1	—	—
Office of the Chief, Mission Support Division									
Approved posts 2010/11	—	1	4	2	7	14	7	1	22
Proposed posts 2011/12	—	1	4	2	4	11	9	1	21
Net change	—	—	—	—	(3)	(3)	2	—	(1)
Administrative Services									
Approved posts 2010/11	—	—	9	16	37	62	122	35	219
Proposed posts 2011/12	—	—	9	13	32	54	127	35	216
Net change	—	—	—	(3)	(5)	(8)	5	—	(3)
Integrated Support Services									
Approved posts 2010/11	—	—	11	31	128	170	338	78	586
Proposed posts 2011/12	—	—	11	31	122	164	343	78	585
Net change	—	—	—	—	(6)	(6)	5	—	(1)
Approved temporary positions[b] 2010/11	—	—	—	—	—	—	4	—	4
Proposed temporary positions[b] 2011/12	—	—	—	—	—	—	4	—	4
Net change	—	—	—	—	—	—	—	—	—
Subtotal									
Approved 2010/11	—	—	11	31	128	170	342	78	590
Proposed 2011/12	—	—	11	31	128	170	342	78	590
Net change	—	—	—	—	—	—	—	—	—
Total									
Approved 2010/11	—	1	28	58	242	329	572	114	1 015
Proposed 2011/12	—	1	28	55	227	311	585	114	1 010
Net change	—	—	—	(3)	(15)	(18)	13	—	(5)

[a] Includes National Officers and national General Service staff.
[b] Funded under general temporary assistance, in civilian personnel costs.

International staff: abolishment of 2 P-3, 1 P-2 and 2 Field Service posts and conversion of 11 Field Service posts to national General Service posts

National staff: increase of 11 national General Service posts

34. Pursuant to General Assembly resolution 65/248, it is proposed that 2 P-3, 1 P-2 and 2 Field Service posts be abolished and 11 Field Service posts be converted to national General Service posts.

II. Financial resources

A. Overall

(Thousands of United States dollars. Budget year is 1 July to 30 June.)

Category	Expenditure (2009/10)	Apportionment (2010/11)	Cost estimates (2011/12)	Variance	
				Amount	Percentage
	(1)	(2)	(3)	(4)=(3)-(2)	(5)=(4)÷(2)
Military and police personnel					
Military observers	10 765.3	10 732.4	10 687.2	(45.2)	(0.4)
Military contingents	176 735.2	178 496.2	174 959.9	(3 536.3)	(2.0)
United Nations police	20 865.1	22 902.1	23 026.3	124.2	0.5
Formed police units	17 758.1	18 860.5	18 788.8	(71.7)	(0.4)
Subtotal	**226 123.7**	**230 991.2**	**227 462.2**	**(3 529.0)**	**(1.5)**
Civilian personnel					
International staff	68 607.9	69 201.1	67 804.1	(1 397.0)	(2.0)
National staff	18 351.4	18 983.1	20 048.7	1 065.6	5.6
United Nations Volunteers	11 700.3	7 538.7	7 949.3	410.6	5.4
General temporary assistance	1 342.4	3 330.4	3 371.3	40.9	1.2
Subtotal	**100 002.0**	**99 053.3**	**99 173.4**	**120.1**	**0.1**
Operational costs					
Government-provided personnel	366.4	440.8	877.1	436.3	99.0
Civilian electoral observers	—	—	—	—	—
Consultants	314.5	180.9	181.7	0.8	0.4
Official travel	5 245.9	4 368.6	4 408.6	40.0	0.9
Facilities and infrastructure	47 876.9	45 992.3	48 656.4	2 664.1	5.8
Ground transportation	10 948.1	13 265.9	12 604.5	(661.4)	(5.0)
Air transportation	45 089.5	51 835.4	54 334.0	2 498.6	4.8
Naval transportation	1.3	19.0	17.6	(1.4)	(7.4)
Communications	15 988.9	16 677.7	16 160.0	(517.7)	(3.1)
Information technology	6 252.7	5 681.1	5 127.7	(553.4)	(9.7)
Medical	6 663.5	6 213.2	6 536.0	322.8	5.2
Special equipment	3 382.9	3 500.3	3 501.9	1.6	0.0
Other supplies, services and equipment	4 383.7	5 858.5	5 798.5	(60.0)	(1.0)
Quick-impact projects	918.6	1 000.0	1 000.0	—	—
Subtotal	**147 432.9**	**155 033.7**	**159 204.0**	**4 170.3**	**2.7**
Gross requirements	**473 558.6**	**485 078.2**	**485 839.6**	**761.4**	**0.2**
Staff assessment income	10 500.7	10 775.6	10 723.4	(52.2)	(0.5)
Net requirements	**463 057.9**	**474 302.6**	**475 116.2**	**813.6**	**0.2**
Voluntary contributions in kind (budgeted)	—	—	—	—	—
Total requirements	**473 558.6**	**485 078.2**	**485 839.6**	**761.4**	**0.2**

B. Non-budgeted contributions

35. The estimated value of non-budgeted contributions for the period from 1 July 2011 to 30 June 2012 is as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Status-of-forces agreement[a]	468.0
Voluntary contributions in kind (non-budgeted)	—
Total	**468.0**

[a] Inclusive of land and buildings.

C. Efficiency gains

36. The cost estimates for the period from 1 July 2011 to 30 June 2012 take into account the following efficiency initiatives:

(Thousands of United States dollars)

Category	*Amount*	*Initiative*
Facilities and infrastructure	10.0	Introduction of solar-powered deep-well water pumps in various camps to reduce electrical power consumption in five locations (Odienne, Korhogo, Ferkessedougou, Bouna and Bouake), expected to be completed in December 2011
	90.0	Installation of environmentally friendly wastewater treatment systems in two additional camps, in Daloa and Korhogo, expected to be completed in February 2012. This installation will reduce the environmental impact of effluent from camps. The systems will reduce the cost of wastewater removal from the two camps
Total	**100.0**	

D. Vacancy factors

37. The cost estimates for the period from 1 July 2011 to 30 June 2012 take into account the following vacancy factors:

(Percentage)

Category	*Actual 2009/10*	*Budgeted 2010/11*	*Projected 2011/12*
Military and police personnel			
Military observers	4.2	4.0	4.0
Military contingents	1.9	1.0	1.0
United Nations police	9.9	9.0	6.0
Formed police units	0.4	1.0	5.0
Civilian personnel			
International staff	13.9	14.0	12.0
National staff			
National Officers	17.5	20.0	15.0
National General Service staff	6.5	10.0	6.0
United Nations Volunteers	4.2	8.0	5.0
Temporary positions[a]			
International staff	—	—	—
National staff	(89.3)	—	—
Government-provided personnel	14.6	—	—

[a] Funded under general temporary assistance.

38. The delayed deployment factors for military and police personnel and vacancy rates for civilian staff applied to the cost estimates for 2011/12 are based on actual deployment and incumbency patterns at the time of budget preparation. They also take into consideration the proposed abolishment of international posts and conversion of international posts to national posts.

E. Contingent-owned equipment: major equipment and self-sustainment

39. Requirements for the period from 1 July 2011 to 30 June 2012 are based on standard reimbursement rates for major equipment (wet-lease) and self-sustainment in the total amount of $72,800,900 as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Major equipment	
Military contingents	36 297.1
Formed police units	5 069.9
Subtotal	41 367.0
Self-sustainment	
Facilities and infrastructure	15 852.4
Communications	7 341.4
Medical	4 738.3
Special equipment	3 501.8
Subtotal	31 433.9
Total	72 800.9

Mission factors	*Percentage*	*Effective date*	*Last review date*
A. Applicable to mission area			
Extreme environmental conditions factor	1.8	4 April 2004	10 February 2006
Intensified operational conditions factor	1.9	4 April 2004	10 February 2006
Hostile action/forced abandonment factor	1.5	4 April 2004	10 February 2006
B. Applicable to home country			
Incremental transportation factor	0.0-4.25		

F. Training

40. The estimated resource requirements for training for the period from 1 July 2011 to 30 June 2012 are as follows:

(Thousands of United States dollars)

Category	*Estimated amount*
Consultants	
Training consultants	181.7
Official travel	
Official travel, training	1 615.6
Other supplies, services and equipment	
Training fees, supplies and services	189.0
Total	1 986.3

41. The number of participants planned for the period from 1 July 2011 to 30 June 2012, compared with previous periods, is as follows:

(Number of participants)

	International staff			*National staff*			*Military and police personnel*		
	Actual 2009/10	*Planned 2010/11*	*Proposed 2011/12*	*Actual 2009/10*	*Planned 2010/11*	*Proposed 2011/12*	*Actual 2009/10*	*Planned 2010/11*	*Proposed 2011/12*
Internal	289	1 277	1 677	418	1 005	1 382	1 035	302	614
External[a]	103	76	216	40	22	62	4	6	6
Total	**392**	**1 353**	**1 893**	**458**	**1 027**	**1 444**	**1 039**	**308**	**620**

[a] Includes United Nations Logistics Base and outside the mission area.

42. The Operation will continue to implement its training strategy, which is designed to upgrade various substantive and technical skills and to develop the leadership, management and organizational skills of international and national staff. Training will be provided to UNOCI military and police personnel, mainly through language programmes, as well as some substantive and technical skills such as protection of civilians and ground transportation.

G. Disarmament, demobilization and reintegration

43. The estimated resource requirements for disarmament, demobilization and reintegration for the period 1 July 2011 to 30 June 2012 are as follows:

(Thousands of United States dollars)

Category	*Estimated value*
Other supplies, services and equipment	
Supplies, services and equipment for reinsertion projects for 1,000 ex-combatants and ex-militia members	1 000.0
Five local reinsertion committees of five persons in five key locations	30.0
Direct operational costs	150.0
Three sensitization activities in five locations	75.0
Monitoring and evaluation of the reinsertion process	80.0
Total	**1 335.0**

44. The resource requirements are proposed to provide support for the reinsertion of former members of armed groups, at-risk youth and women through the implementation of reinsertion projects for 1,000 beneficiaries as a part of the microprojects programme. Following the implementation of the first phase of the microprojects, the average unit cost for a reinsertion project is estimated at $1,000 per beneficiary.

45. Five local reinsertion committees would be established in five key locations to facilitate the implementation, coordination and monitoring of the reinsertion projects. It is expected that each committee would comprise two representatives of local authorities, two representatives of beneficiaries and one representative of the national structure in charge of the reinsertion. The committees are expected to follow up on the projects for a period of six months (three months' implementation and three

months' monitoring). The reinsertion projects would be implemented through local NGOs and other community-based structures, and it is estimated that the average direct operational cost per beneficiary would be 15 per cent of the reinsertion project unit cost. Three workshops would be organized, the first on project management, the second to launch the reinsertion projects and the third on monitoring and evaluation to build the capacity of the local reinsertion committees. Two external evaluations would be carried out, one three months after the launch of the reinsertion projects and one three months after completion of the reinsertion projects.

H. Quick-impact projects

46. The estimated resource requirements for quick-impact projects for the period from 1 July 2011 to 30 June 2012, compared with previous periods, are as follows:

(Thousands of United States dollars)

Period	*Amount*	*Number of projects*
1 July 2009 to 30 June 2010 (actual)	918.6	47
1 July 2010 to 30 June 2011 (approved)	1 000.0	40
1 July 2011 to 30 June 2012 (proposed)	1 000.0	40

47. A provision of $1 million is proposed in 2011/12 to implement 40 quick-impact projects in the areas of human rights (5 projects); humanitarian assistance (5 projects); reconciliation, outreach and conflict resolution (15 projects); the rule of law (5 projects); gender and child protection (5 projects); and HIV/AIDS (5 projects).

48. The continued implementation of quick-impact projects across Côte d'Ivoire will create a positive environment for the Operation's activities and contribute more effectively in the critical phase of peace consolidation, where the main challenges still remain to be addressed with regard to the reunification of the country, the effective restoration of State authority, the disarmament, demobilization and reintegration process, and national reconciliation, as well as to ensure that Côte d'Ivoire's peace process remains on track. The quick-impact projects will not only focus on building confidence, reconciliation and cohesion within Ivorian society, but will also result in an improved mutual understanding between the local population and UNOCI, through infrastructure rebuilding projects for schools and health centres, repair of water pumps, provision of equipment, training and sensitization activities, and revenue-generating projects especially for vulnerable groups such as women and displaced persons.

49. Special focus shall be given to outreach and reconciliation activities to continue to support the stabilization process and social cohesion in areas where tensions continue to be observed. The implementation of quick-impact projects encourages maximum participation by local NGOs and other community-based organizations involved in providing basic social services to communities. Hence quick-impact projects will continue to be used as a tool to help UNOCI gain acceptance by a community, and to help stabilize the observed increase of trust towards UNOCI in some areas of the country, particularly in the war-affected regions of the centre, north and west, and to avoid any deterioration of public confidence in UNOCI, its mandate and the overall peace process.

III. Analysis of variances[1]

50. The standard terminology applied with respect to the analysis of resources variances in this section are defined in annex I.B of the present report. The terminology used remains the same as in previous reports.

	Variance	
Military contingents	($3 536.3)	(2.0%)

- **Mandate: change in scale or scope of mandate**

51. The reduced requirements are mainly attributable to lower estimates for travel on emplacement, rotation and repatriation due to a decrease in authorized strength from 7,250 personnel in 2010/11 to 7,200 personnel in 2011/12, partly offset by higher estimates for contingent-owned equipment due to the increase of equipment to bridge a capability gap.

	Variance	
United Nations police	$124.2	0.5%

- **External: lower deployment factor of police personnel**

52. The increased requirements are mainly attributable to a lower forecast delayed deployment factor of 6 per cent, as compared with 9 per cent in the 2010/11 budget, partly offset by the decrease in death and disability compensation estimates based on actual expenditure patterns and taking into account the decision of the General Assembly to increase the level of compensation for death for all categories of uniformed personnel to $70,000 (resolution 64/269).

	Variance	
International staff	($1 397.0)	(2.0%)

- **Costing parameters: harmonization of conditions of service**

53. The reduced requirements primarily reflect the abolishment of 3 P-3, 2 P-2 and 2 Field Service posts, and the conversion of 16 Field Service posts to national posts, pursuant to General Assembly resolution 65/248; and updated salary scales effective January 2011, which are without personal transition allowance as it has been eliminated with the harmonization of conditions of service. The requirements also reflect higher requirements for common staff costs, based on actual expenditure patterns. The delayed recruitment factor has also been adjusted from 14 per cent in 2010/11 to 12 per cent to take into account the latest incumbency pattern and the impact of harmonization of conditions of service.

	Variance	
National staff	$1 065.6	5.6%

- **Management: harmonization of conditions of service**

[1] Resource variance amounts are expressed in thousands of United States dollars. Analysis is provided for variances of at least plus or minus 5 per cent or $100,000.

54. The increased requirements mainly reflect: (a) the conversion of 16 Field Service posts to national General Service posts, pursuant to General Assembly resolution 65/248; (b) the change in the delayed recruitment factor from 10 per cent in 2010/11 to 6 per cent for national General Service staff, taking into account the latest incumbency pattern and the impact of harmonization; and (c) the lower delayed recruitment factor for National Officers (15 per cent as compared with 20 per cent in the 2010/11 budget). The requirements also reflect reduced provision for hazardous duty station allowance.

	Variance	
United Nations Volunteers	$410.6	5.4%

- **Mandate: harmonization of conditions of service**

55. The higher requirements are mainly attributable to General Assembly resolution 65/248.

	Variance	
Government-provided personnel	$436.3	99.0%

- **Mandate: change in mandate**

56. The higher requirements are mainly attributable to the creation of 8 posts for Seconded Custom Officers as mandated by the Security Council in its resolution 1933 (2010), which increases the total number of Government-provided personnel from 8 in 2010/11 to 16 in 2011/12. The increase is partially offset by a change in the rate of exchange between the United States dollar and the Central African franc (CFA) from CFA 468.2 per United States dollar in 2010/11 to CFA 482.128 per dollar in 2011/12.

	Variance	
Facilities and infrastructure	$2 664.1	5.8%

- **Management: additional inputs and same outputs**

57. The additional requirements are mainly due to: (a) a higher forecast for fuel consumption from 12 litres per day to 16 litres per day based on the experience of frequent power cuts by the Government power provider, as well as an increase in the price of diesel fuel from $0.8 per litre in 2010/11 to $0.91 per litre in 2011/12; (b) increased requirements under maintenance services as a result of outsourcing maintenance service contracts for facilities and infrastructure, as well as provision for maintenance services for 17 in-house fuel stations established throughout the mission area; and (c) increased requirements for security services based on higher actual monthly payments. The variance is partly offset by: (a) lower utilities expenditures; (b) lower estimates for the acquisition of accommodation equipment; and (c) reduced requirements under spare parts and supplies due to the reduction in the number of United Nations-owned water purification and bottling plants from 28 units in 2010/11 to 25 units in 2011/12.

	Variance	
Ground transportation	($661.4)	(5.0%)

- **Management: replacement of vehicles and other equipment**

58. The reduced requirements are mainly due to the lower number of vehicles planned for replacement in the budget period, offset by the increased management fee for the maintenance of the 17 in-house fuel stations.

	Variance	
Air transportation	$2 498.6	4.8%

- **External: higher rental and operation costs**

59. The increased requirements are mainly attributable to: (a) an increase in the price of jet fuel from $0.8 per litre in 2010/11 to $0.9 per litre in 2011/12; (b) increased costs pursuant to the renewal of contracts for two fixed-wing aircraft (Lear Jet 55 and B-757); (c) an increase in landing fees and ground handling charges due to an increase in the estimated number of sorties; and (d) increased costs after the renewal of contracts for the helicopters plus an increase in the UNOCI air fleet by three Bell 212 helicopters during the 2011/12 period.

	Variance	
Naval transportation	($1.4)	(7.4%)

- **Management: reduced inputs and same outputs**

60. The reduced requirements are mainly attributable to projected lower consumption of diesel fuel for the budget period.

	Variance	
Communications	($517.7)	(3.1%)

- **Management: reduced inputs and same outputs**

61. The decreased requirements are mainly attributable to lower required acquisition of public information equipment as compared with the previous period. The decrease is partially offset by the increase in provision for commercial communications based on actual expenditure patterns.

	Variance	
Information technology	($553.4)	(9.7%)

- **Management: reduced inputs and same outputs**

62. The decreased requirements are mainly attributable to the reduced number of computers identified for replacement. The variance is slightly offset by an increased requirement for spare parts and supplies.

	Variance	
Medical	$322.8	5.2%

- **Management: additional outputs and inputs**

63. The increased requirements are mainly attributable to the increase in medical evacuation by air from 1 per month in 2010/11 to 2 per month based on historical data; an increase in the procurement of medical supplies and drugs; and the deployment of 3 military helicopters to bridge a capability gap in UNOCI.

IV. Actions to be taken by the General Assembly

64. **The actions to be taken by the General Assembly in connection with the financing of UNOCI are:**

(a) Appropriation of the amount of $485,839,600 for the maintenance of the Operation for the 12-month period from 1 July 2011 to 30 June 2012;

(b) Assessment of the amount in paragraph (a) above at a monthly rate of $40,486,633 should the Security Council decide to continue the mandate of the Operation.

V. Summary of follow-up action taken to implement the decisions and requests made by the General Assembly in its resolution 64/269 and 64/273, and requests and recommendations of the Advisory Committee on Administrative and Budgetary Questions endorsed by the General Assembly, and of the United Nations Board of Auditors and the Office of Internal Oversight Services

A. General Assembly

Cross-cutting issues

(Resolution 64/269)

Decision/request	*Action taken to implement decision/request*
Budget presentation and financial management:	
Reaffirms that budget submissions should reflect management improvements and efficiency gains to be achieved and should present future strategies in that regard (para. 10)	The present report contains, in section II.C, an account of management improvements and efficiency gains
Stresses the importance of further steps by the Secretary-General towards improving budget presentations and making more accurate forecasts (para. 11)	The 2011/12 budget proposal incorporates key programmatic assumptions derived from the mandated tasks of UNOCI, prevailing external economic and political factors and trend data analysis The most significant management decisions are reflected in section I.B, on planning assumptions and mission support initiatives

Notes with concern the significant amount of prior-period obligations cancelled by several missions, and reiterates its request that the Secretary-General improve control over obligations (para. 15)	A monthly review is undertaken by self-accounting units and the Finance Section with a view to validating action on prior-period obligations, including follow-up on vendors with slow invoice submission; the Finance Section, the Procurement Section, the Budget Unit and the self-accounting units hold quarterly meetings to review current-period obligations; and a monthly review is undertaken by the Procurement Section with the self-accounting units, the Budget Unit and the Finance Section on outstanding purchase orders to ensure the timely receipt of goods and services and take any necessary follow-up action with vendors. As a result, the level of cancellation of prior-period obligations decreased from $10.8 million in 2005/06 to $9.4 million in 2006/07, $7.0 million in 2007/08, $4.6 million in 2008/09 and $3.7 million in 2009/10
(Resolution 64/273)	
Requests the Secretary-General to ensure that proposed peacekeeping budgets are based on the relevant legislative mandates (para. 10)	The resource requirements of UNOCI for 2011/12 are driven by Security Council resolution 1962 (2010), which extends the mandate of UNOCI until 30 June 2011 and in which the Council requested UNOCI to support the full implementation of the Ouagadougou Political Agreement and its four Supplementary Agreements and to support, in coordination with the Ivorian authorities, the provision of security for the Government and key political stakeholders

B. Advisory Committee on Administrative and Budgetary Questions

Cross-cutting issues

(A/64/660)

Request/recommendation	*Action taken to implement request/recommendation*
General observations and recommendations	
The Advisory Committee expects that all concerned stakeholders will be engaged in this deliberative process and that the Secretary-General will convey the outcome of the consultancy to the General Assembly. The Committee recommends that an analysis of the reprofiling of resources resulting from the transition from peacekeeping to peacebuilding be provided in the next round of budget submissions (para. 10)	The 2011/12 result-based-budgeting frameworks and the UNOCI workplans have been developed in line with the strategic priorities as outlined in the integrated strategic framework. The framework has been developed and implemented with the United Nations country team and UNOCI and identifies priority areas on which UNOCI and the country team should focus their efforts in the short and medium term. The framework clearly links the transition from peacekeeping to peacebuilding and includes a comprehensive exit strategy for the peacekeeping operation and the reinforcement and strengthening of the roles played by the United Nations agencies, funds and programmes in the sustainable development of the country

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee believes that, in order to assist those missions that are mandated to transition from peacekeeping to peacebuilding, it will be essential to document the lessons learned and to build on the experience gained from the missions that have transitioned thus far. For example, as missions draw down or transition, one of the issues that will need to be considered is that of sustaining the investment in national capacity-building to help national staff in reintegrating into the local job market (para. 11)	UNOCI has established a career resource centre adequately equipped to build the capacity of staff members, primarily national staff members. This centre provides comprehensive career support advice and resources to staff members. The services include: one-on-one discussion on individual career profiles, planning, development and job opportunities, and support to staff for job readiness skills such as writing résumés or personal history profiles, and preparing for job interviews In addition, national staff are given equal access to all in-house training and highest priority to attend external training. Training programmes on information technology are run on a regular basis aimed at building the capacity of national staff. The above support will empower national staff and allow them to more competitive in the local job market
Budget presentation	
The Advisory Committee welcomes the effort to refine the budget presentation and looks forward to continued improvement. However, in the Committee's view, the section on planning assumptions should be further developed so as to provide a more accessible narrative which would give a clearer presentation of overall resource requirements and programmatic aspects and describe not only planned initiatives but also the linkage to current operational requirements (para. 16)	The present report contains, in section I.B, planning assumptions and mission support initiatives which include the Operation's key programmatic components, expected accomplishments, major operational requirements, efficiency initiatives and significant coordination arrangements
In general, the Advisory Committee has found that the presentation in the proposed budgets is heavily oriented towards information on objects of expenditure rather than a clear description of the activities envisaged and the resources required to undertake them. With respect to mission support, clear information should be provided on multi-year engineering and infrastructure projects and on how the resources requested are aligned with the programme of work for such projects (para. 17)	This recommendation is not applicable since currently there are no multi-year projects planned at UNOCI
The Advisory Committee continues to believe that the scope of efficiencies could be expanded to include other components. Furthermore, the Committee notes a continued lack of clarity as to what exactly constitutes an efficiency gain. In this connection, the Committee reiterates that a	UNOCI agrees with the recommendation and has made efforts during meetings and written communication to inform all managers as to the importance of this observation. In addition, the substantive components have been instructed to include efficiency gains and

Request/recommendation	*Action taken to implement request/recommendation*
distinction must be made between savings, which are in essence cost reductions achieved through efficiency measures, and underexpenditures, which may be a reflection of delays in the implementation of programmed activities or their non-implementation (see A/63/746, para. 16). The Committee notes the definition of efficiency gains put forward by the Secretary-General (see A/64/643, para. 60). The Committee broadly views efficiency gains as the achievement of the same result with fewer resources (para. 20)	management initiatives within their proposed budget submissions It should be noted that with regard to the inclusion of efficiency gains in other components, UNOCI has indeed undertaken several initiatives for more efficient and better coordinated programme activities, at both the regional and mission level, which were reported in the budget performance reports for previous fiscal years UNOCI military personnel have worked jointly with UNMIL to prevent the illegal movement of armed groups and weapons across the Ivorian-Liberian border by forming and intensifying joint border patrols UNOCI, UNDP and the Office for the Coordination of Humanitarian Affairs have established joint sub-offices in Guiglo and Korhogo to benefit from coordination synergies to facilitate the transition from a humanitarian phase towards a more recovery/development agenda. This strategy was aimed at pooling the financial, human and logistical resources from the United Nations agencies, funds and programmes and UNOCI to maximize their impact in the field. Also, UNOCI works in synergy with the United Nations county team and international and local NGOs in the selection and implementation of quick-impact projects in order to identify potential projects, to avoid duplication and to have better utilization of funds At the technical level, UNOCI components, United Nations organizations in Côte d'Ivoire, international and local NGOs and Government representatives work in an integrated manner on human rights, gender, HIV/AIDS, protection, and governance and economic recovery
Financial management and budgetary issues	
The Committee reiterates its recommendation that future performance reports should include a fuller explanation of the redeployments between major expenditure categories that are authorized by the Controller (see A/63/746, para. 15) (para. 22)	The financial performance report for 2009/10 provides full justification for variances between expenditures and appropriation and redeployment between major expenditure categories
General temporary assistance	
The Committee again emphasizes that, as a rule, general temporary assistance funding should be used in exceptional and/or peak workload circumstances, for the replacement of staff on	The general temporary assistance positions are located in the Electoral Assistance Office, the Security Section, the Air Operations Section, the Conduct and Discipline Team and the Disarmament, Demobilization and Reintegration

Request/recommendation	*Action taken to implement request/recommendation*
maternity or sick leave, or for time-limited projects (see A/63/841, para. 56). Although exceptions are sometimes made by the General Assembly or recommended by the Committee, general temporary assistance funding should not be sought for functions of a continuing nature or for long periods. Furthermore, requests for general temporary assistance funding should not be resubmitted repeatedly for the same function, nor should recommendations in favour of such funding be viewed as carrying with them the expectation of conversion to posts in the next budget period. The Committee is concerned that this funding mechanism is increasingly being misused, with the result that the budgeting for personnel has become less transparent. The committee recommends that future requests include an explanation for the continued use of general temporary assistance funding for a particular function, as well as an indication of the length of time the function has been carried out using such funding. Moreover, requests for conversion in missions that are drawing down should be made only in exceptional circumstances (para. 48)	Section. UNOCI is proposing to continue these positions in the 2011/12 period to provide necessary support in the post-electoral period
Environmental impact of missions	
The Committee notes these developments and trusts that information on the results achieved will be submitted in performance reports for the missions for 2010/11 (para. 72)	UNOCI has undertaken initiatives to safeguard the environment. This includes the establishment of a mission environmental policy, which was approved in December 2009. In line with this policy, UNOCI has implemented the optimization of fuel consumption by installing the fuel log system in various locations. At present, the fuel log system is installed in 24 locations. In addition, UNOCI has procured and installed equipment that is environmentally friendly. UNOCI uses 3 incinerators to dispose of hazardous wastes. UNOCI is currently replacing air conditioners that use ozone-depleting substances with new air conditioners with HFC R104A as the refrigerant. UNOCI will also install 3 wastewater treatment plants in 3 different camps by early 2011 to treat wastewater effluents prior to disposal

(A/64/660/Add.7)

Request/recommendation	*Action taken to implement request/recommendation*
The Advisory Committee was also informed that, as at 31 December 2009, an estimated amount of $17,942,000 was owed for troop-cost reimbursement and $63,786,000 for contingent-owned equipment. In respect of death and disability compensation, $1,796,000 had been paid for 61 claims since the inception of the Operation, and 6 claims were pending as at 31 March 2010. The Advisory Committee expects that all outstanding claims will be settled expeditiously (para. 10)	In respect of death and disability compensation, as at January 2011, four cases were pending: two cases were with the Medical Services Division for its review and recommendation; one case had been rejected but was recently re-opened at the request of the Permanent Mission; and one case is awaiting additional medical information from the Permanent Mission
The Advisory Committee notes the improved presentation of the budget documents for UNOCI, in particular the expected accomplishments, indicators of achievement and outputs, which are largely measurable and unambiguous. At the same time, the Committee is of the view that further efforts should be made to improve the presentation of the organization chart for UNOCI so that it reflects more clearly the chain of command and division of responsibility among various offices of UNOCI. Further improvements should also be made to better reflect the organizational link between the UNOCI offices and the five components of the results-based-budgeting frameworks (para. 17)	UNOCI concurs. It may need to further review its organization chart following the electoral period so as to better reflect the challenges it anticipates
The Committee points out that the additional national posts proposed by the Secretary-General for UNOCI for the financial period 2010/11 should contribute to national capacity-building (para. 23)	UNOCI concurs with this recommendation, which in fact is in line with the staffing reconfiguration initiated by the Special Representative of the Secretary-General in May 2008. This policy is aimed at building national capacity and reflecting Ivorian ownership of the peace process by converting up to 20 per cent of international civilian posts into national posts
While the Committee poses no objection to the proposed 18 general temporary assistance positions for the Electoral Assistance Office, it trusts that the grade structure of the Office will be rationalized should these positions be required for the longer term (para. 27)	The proposed positions for the Electoral Assistance Office in fiscal year 2010/11 were based on the assumption that elections would be completed by 30 June 2010, following which the number of electoral positions would be scaled down. The retained positions were therefore adjusted for substantive and high-level profile representation tasks, such as capacity-building and training the Ivorian electoral management body, developing the lesson learned of electoral processes in Côte d'Ivoire and sharing them with national counterparts and the United Nations system for future elections, ensuring the highest accountability and transparency at the end of the electoral process and hand-

Request/recommendation	Action taken to implement request/recommendation
	over of the election databases and knowledge to Ivorian counterparts. These posts will be required for the transfer of knowledge in the post-electoral period
The Committee notes that no information has been provided as to what efficiency gains could be expected as a result of these mission support initiatives. The Committee requests that such information be included in future budget submissions for UNOCI (para. 35)	The present report contains, in section II.C, information on management improvements and efficiency gains
The Committee notes the measures taken by UNOCI thus far. It also points out that a number of the Board recommendations remain outstanding. The Committee stresses that efforts should be made to achieve the implementation of all outstanding recommendations, as well as new recommendations contained in the latest report of the Board of Auditors (A/64/5 (Vol. II)) (para. 36)	UNOCI has established an audit focal point to closely review and monitor all recommendations. The following measures have also been put in place in order to ensure the full implementation of audit recommendations: strengthen the tracking and monitoring mechanisms concerning implementation of audit recommendations; establish open dialogue and partnership with oversight bodies for better understanding, clarification and advice throughout the audit cycle as well as ensuring that recommendations issued are SMART (specific, measurable, achievable, relevant and timely), which enables UNOCI to better implement the recommendations; and institutionalize effective pre-audit training and coaching for each section chief to ensure full understanding of responsibilities and accountability of each section during and after the audit

C. Board of Auditors

(A/64/5 (Vol. II))

Request/recommendation	Action taken to implement request/recommendation
The Board recommends that the Administration ensure that UNOCI review the portfolio of evidence presented in the results-based-budgeting document (para. 74)	UNOCI conducts a midyear review of results-based budgeting and its portfolio of evidence. In the preparation of the performance report, emphasis is placed on ensuring the completeness and good quality of the portfolio of evidence for performance reporting of results-based-budgeting frameworks In addition, the results-based-budgeting portfolio of evidence folder, where the documentary evidence of the results-based-budgeting framework is saved, has been further improved by aligning each results-based-budgeting component, expected accomplishment, indicator of achievement and output with the responsible section, which will enable the easy review of the completeness of the documentary evidence and enhance accountability

Request/recommendation	*Action taken to implement request/recommendation*
The Board recommends that UNOCI approve all contract extensions before the expiration dates (para. 97)	A systematic monitoring system to facilitate the constant review of contract expiration dates has been in place since November 2009. Contract expiration dates are communicated by the Contracts Management Unit to the requisitioners and the Procurement Section seven months before their expiration dates. A monthly reminder is then sent until the need for extension or re-bid is addressed by the concerned requisitioner and the Procurement Section. There has been substantial improvement noted in the timely extension of contracts after the implementation of this monitoring system

D. Office of Internal Oversight Services

(A/64/326 (Part II))

Request/recommendation	*Action taken to implement request/recommendation*
UNOCI should adhere to procurement guidelines, particularly in that the buyers, requisitioners and evaluation committee should not have access to cost details that could influence the technical evaluation process (para. 43)	As a normal practice in UNOCI, the Tender Opening Committee will open only the technical offer, and the financial offer will be opened after the technical evaluation is completed
UNOCI should ensure that budgets are implemented as authorized by the legislative bodies and that any variances are properly explained. Measures should be taken up to prevent recurrence of fraudulent claims for travel expenses (para. 56)	It should be noted that this investigation was triggered by a report from a staff member within the UNOCI Finance Section as a result of the control mechanisms in place. The conclusions reached by the Office of Internal Oversight Services were apparently based on a sample of invoices that were rejected by the Finance Section. As a normal practice, the Finance Section reviews all travel claims against applicable United Nations financial rules and regulations (receipts of expenses, movement of personnel forms, certification, etc.). In addition, to enhance control mechanisms already in place, UNOCI took the following measures before and after the investigation to curtail expenditures and mitigate the risk of fraud: (a) on 19 September 2005, administrative instruction 2005/20 was issued to clarify the responsibility of UNOCI in terms of the reimbursement of travel claims and the number of days allowed for routine travel; (b) in July 2007, the Administration tasked a team to travel throughout Côte d'Ivoire to collect and investigate hotel prices and negotiate special rates for all UNOCI staff members. The final rates were then compiled in the Finance Section database. This allowed UNOCI Finance Section to ensure and validate the amounts claimed; (c) as a result of a recommendation made by the team, UNOCI issued administrative instruction 2007/6 on 17 July 2007 to all personnel (including military, police and civilian

Request/recommendation	Action taken to implement request/recommendation
	personnel), which revised previous UNOCI policy on within-mission travel. The administrative instruction informed all staff members that reimbursement of all overnight stays would be based on actual expenses incurred against hotel receipts "not exceeding the accommodation portion of MSA"; (d) this instruction was followed by administration instruction 2007/11 on 31 July 2007, which stipulated that all travel beyond six days required the approval of the Chief of Mission Support; (e) as result of discussions with Strategic Management Group members, UNOCI revised the list of supervisors authorized to approve within-mission travel, restricting it to component heads, chiefs of staff and sector commanders; (f) UNOCI implemented an electronic movement of personnel system on 6 August 2007 and fund management tools, which now allow for more timely and accurate reporting of overexpenditures; (g) in its administrative instruction 2008/001, the Operation requested all UNOCI staff members to provide "confirmation of travel" from authorized officials in the regions they actually travelled; (h) based on historical travel trends, UNOCI Budget Section has proportionately allocated funds to each section for within-mission travel. As a result, section chiefs can monitor the travel expenditures incurred in their sections. To ensure the cost-effective utilization of funds, UNOCI Budget Section provides all section chiefs with a weekly report of funds utilization which includes within-mission travel; (i) in reviewing the travel claims, UNOCI Finance Section ensures that the amounts claimed are matched against the applicable hotel rates within the database; (j) the UNOCI Chief of Finance has taken additional measures to enhance internal controls by instructing all staff in the Finance Section to compile and report any suspected fraud cases for his review and, if necessary, referral to the Office of Internal Oversight Services; (k) to address the constant rotation in the military component, the UNOCI Finance Section provides training to all incoming Military Finance Officers to raise awareness of their obligations to identify and report suspicious claims, and to train military personnel on their entitlements
	The increasing trend of within-mission travel expenditures for the fiscal years from 2004 through 2007 was in line with the increase in the personnel strength and mandated activities and was justified in the UNOCI annual performance report

Request/recommendation	*Action taken to implement request/recommendation*
	During fiscal year 2004/05, UNOCI was apportioned $127,000 and spent $565,000 for its mission travel requirements. The overrun is explained by the increased need for travel of military, police and civilian personnel between regional sectors and the mission headquarters during the start-up phase. During this period, the composition of UNOCI included 120 military staff officers, 200 military observers and 350 civilian police During fiscal year 2005/06, UNOCI was apportioned $253,000 and spent $1,003,000. Prior to the beginning of the 2005/06 fiscal year, on 24 June 2005 the Security Council, in its resolution 1609 (2005), reinforced UNOCI personnel by authorizing an increase in the military component of up to 850 additional personnel as well as an increase in the civilian police component of up to a ceiling of 725 civilian police personnel. Also, this resolution required UNOCI personnel to take on additional responsibilities, which entailed an increased need for travel throughout Côte d'Ivoire. Furthermore, the security restrictions on road trips after daylight hours prevented staff from returning to their place of assignment, thus forcing them into overnight stays. Lastly, the violent incidents in January 2006 were also a contributing factor for the increase in travel expenditures, as staff members stationed in the sectors were redeployed to the headquarters in Abidjan During fiscal year 2006/07, UNOCI's apportionment was increased to $256,000 and it spent $2,033,660. Again, prior to the start of fiscal year 2006/07, the Security Council, in its resolution 1682 (2006), authorized an increase in the strength of UNOCI of 1,500 additional personnel, including a maximum of 1,025 military personnel and 475 civilian police personnel. In addition, on 4 March 2007, the Ouagadougou Political Agreement was signed. As a result, UNOCI initiated the dismantling of the zone of confidence on 16 April 2007. This entailed the reconfiguration and relocation of troops throughout the UNOCI area, and an increase in the number of patrols and overnight stays by military personnel in various parts of their areas of responsibility. Those areas were in some cases too vast to allow UNOCI personnel to return to their normal dwellings. The increased travel expenditures are also explained by the ongoing construction projects, such as hard-wall accommodation for troops and the establishment of other mission facilities at locations that required frequent travel by civilian personnel

Request/recommendation	*Action taken to implement request/recommendation*
UNOCI should update the outcome of the internal disciplinary process of a staff member who had assaulted another staff member (para. 58)	This case was submitted to the Department of Field Support on 16 October 2009, which sent it to the Office of Human Resources Management on 30 November 2009. The status is now pending action from that Office
UNOCI should update the status of the investigation of a United Nations official who had engaged in sexual exploitation and abuse of a minor (para. 59)	This case file, with recommendations, was submitted to the Department of Field Support on 23 October 2009. The matter has been referred by the Department to the Permanent Mission to the United Nations concerned, through a note verbale dated 17 November 2009. The status of the case is now pending action from the Permanent Mission
UNOCI should improve planning for acquisitions and ensure that future acquisitions are adequately justified and that acquired equipment is used (para. 64)	The following steps have been taken in the Public Information Office with a view to ensuring that all acquisitions are adequately justified in line with the approved expansion plan, which will provide for the installation of higher towers and more powerful (up to 10kw) transmitters in order to improve the population's access to the UNOCI-FM broadcasts, and that optimum utilization is made of already acquired equipment: (a) the Office has suspended purchases of 1kw, 2kw, 5kw and 10kw transmitters. Existing and immediate future needs under the UNOCI-FM expansion plan will be covered from existing stock; (b) surplus equipment in the UNOCI warehouse has been identified and recommended for shipment to any mission that might require any additional equipment; (c) Dalet specialized broadcasting and editing equipment, which had been in the warehouse, has been installed in a studio at UNOCI-FM. Technicians and producers have been trained in its use. In keeping with UNOCI-FM's expansion plan, the installation of similar equipment in studios in Daloa and Bouake is in progress following the provision by the UNOCI Communications and Information Technology Section, in November 2009, of the additional bandwidth required for the Internet link between Abidjan, Daloa and Bouake. Once this installation has been completed, all Dalet equipment will have been removed from the warehouse. This equipment will greatly improve the operational efficiency of UNOCI-FM; and (d) a comprehensive count and review of all equipment in stock was completed in August 2010, which enabled UNOCI to better plan the acquisition

Annex I

Definitions

A. Terminology related to proposed changes in human resources

The following terminology has been applied with respect to proposed changes in human resources (see section I):

- **Post establishment**: a new post is proposed to be established when additional resources are necessary and when it is not possible to redeploy resources from other offices or otherwise accommodate specific activities from within existing resources.
- **Post reassignment**: an approved post that was intended to cover a certain function is proposed to implement other priority mandated activities unrelated to the original function. While a post reassignment may involve a change of location or office, it does not change the category or level of the post.
- **Post redeployment**: an approved post is proposed to be redeployed to cover comparable or related functions in another office.
- **Post reclassification**: an approved post is proposed to be reclassified (upgraded or downgraded) when the duties and responsibilities of the post have changed substantially.
- **Post abolishment**: an approved post is proposed to be abolished if it is no longer needed to implement the activities for which it was approved or to implement other priority mandated activities within the mission.
- **Post conversion**: three possible options for post conversion are as follows:
  - Conversion of general temporary assistance positions to posts: approved positions financed under general temporary assistance are proposed for conversion to posts if the functions being performed are of a continuing nature.
  - Conversion of individual contractors or individuals on procurement contracts to national staff posts: taking into account the continuing nature of certain functions, in line with section VIII, paragraph 11, of General Assembly resolution 59/296, individual contractors or individuals on procurement contracts are proposed for conversion to national staff posts.
  - Conversion of international staff posts to national staff posts: approved international staff posts are proposed for conversion to national staff posts.

B. Terminology related to variance analysis

Section III of the present report indicates the single largest contributing factor of each resource variance according to specific standard options encompassed in the four standard categories listed below:

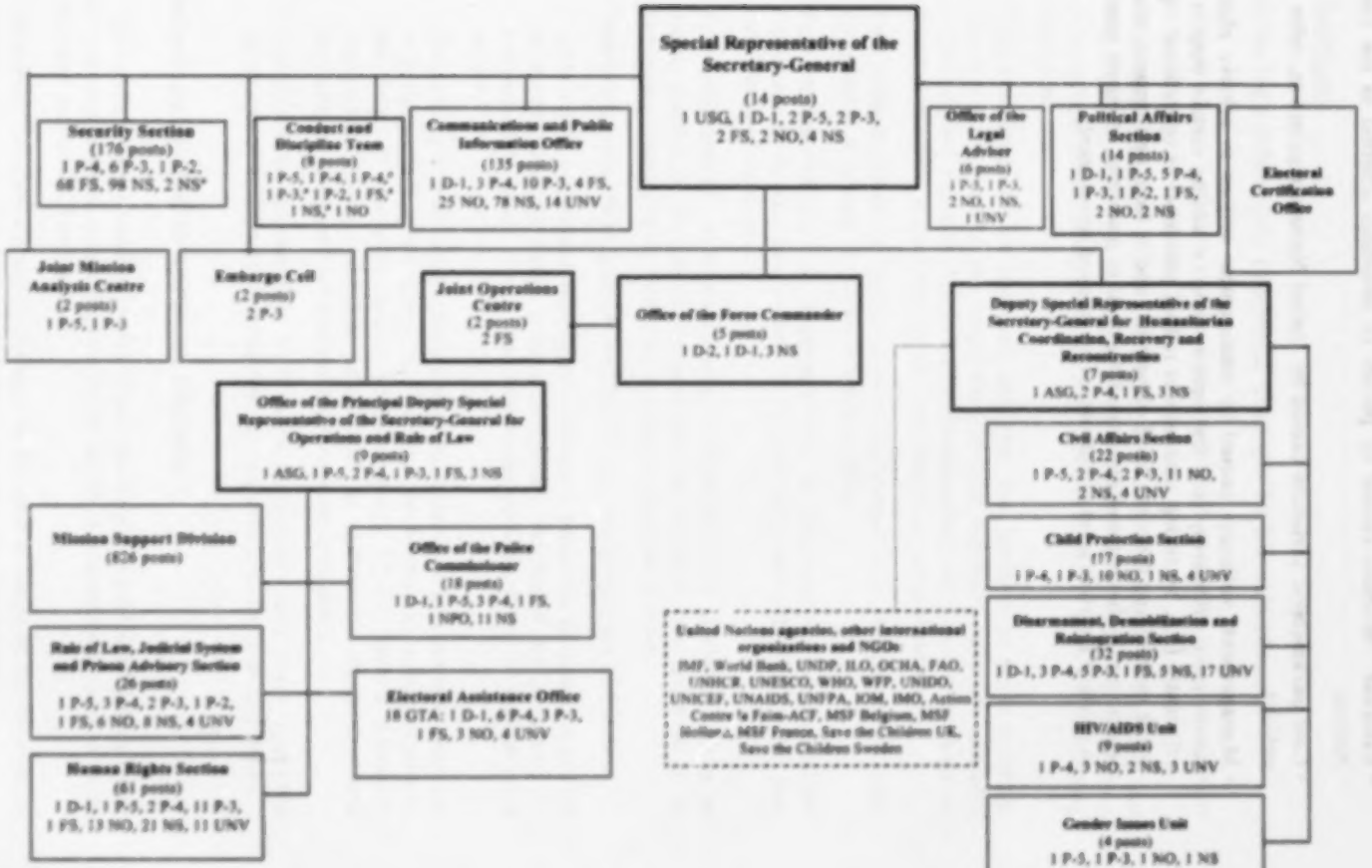
- **Mandate**: variances caused by changes in the scale or scope of the mandate, or changes in the expected accomplishments as driven by the mandate

- **External**: variances caused by parties or situations external to the United Nations
- **Cost parameters**: variances caused by United Nations regulations, rules and policies
- **Management**: variances caused by management actions to achieve planned results more effectively (e.g. by reprioritizing or adding certain outputs) or efficiently (e.g. by taking measures to reduce personnel or operational inputs while maintaining the same level of outputs) and/or from performance-related issues (e.g. by having underestimated the costs or quantities of inputs required to produce a certain level of outputs, or by delayed recruitment)

Annex II

Organization charts

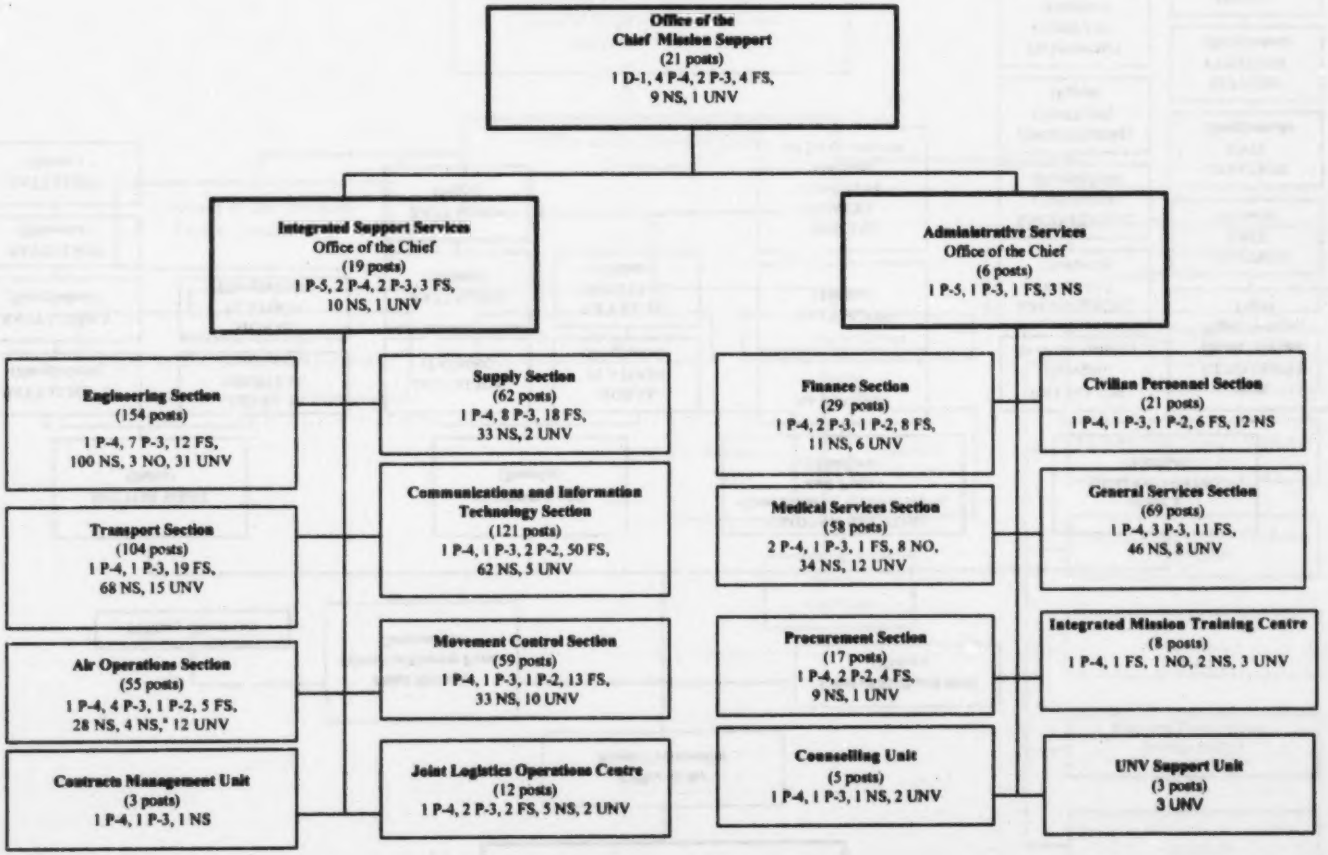
A. Substantive offices


Special Representative of the Secretary-General
(14 posts)
1 USG, 1 D-1, 2 P-5, 2 P-3, 2 FS, 2 NO, 4 NS
Security Section
(176 posts)
1 P-4, 6 P-3, 1 P-2, 68 FS, 98 NS, 2 NS*
Conduct and Discipline Team
(9 posts)
1 P-5, 1 P-4, 1 P-4,* 1 P-3,* 1 P-2, 1 FS,* 1 NS,* 1 NO
Communications and Public Information Office
(135 posts)
1 D-1, 3 P-4, 10 P-3, 4 FS, 25 NO, 78 NS, 14 UNV
Office of the Legal Adviser
(6 posts)
1 P-5, 1 P-3, 2 NO, 1 NS, 1 UNV
Political Affairs Section
(14 posts)
1 D-1, 1 P-5, 5 P-4, 1 P-3, 1 P-2, 1 FS, 2 NO, 2 NS
Electoral Certification Office
Joint Mission Analysis Centre
(2 posts)
1 P-5, 1 P-3
Embargo Cell
(2 posts)
2 P-3
Joint Operations Centre
(2 posts)
2 FS
Office of the Force Commander
(5 posts)
1 D-2, 1 D-1, 3 NS
Deputy Special Representative of the Secretary-General for Humanitarian Coordination, Recovery and Reconstruction
(7 posts)
1 ASG, 2 P-4, 1 FS, 3 NS
Office of the Principal Deputy Special Representative of the Secretary-General for Operations and Rule of Law
(9 posts)
1 ASG, 1 P-5, 2 P-4, 1 P-3, 1 FS, 3 NS
Civil Affairs Section
(22 posts)
1 P-5, 2 P-4, 2 P-3, 11 NO, 2 NS, 4 UNV
Child Protection Section
(17 posts)
1 P-4, 1 P-3, 10 NO, 1 NS, 4 UNV
Disarmament, Demobilization and Reintegration Section
(32 posts)
1 D-1, 3 P-4, 5 P-3, 1 FS, 5 NS, 17 UNV
HIV/AIDS Unit
(9 posts)
1 P-4, 3 NO, 2 NS, 3 UNV
Gender Issues Unit
(4 posts)
1 P-5, 1 P-3, 1 NO, 1 NS
Mission Support Division
(826 posts)
Office of the Police Commissioner
(18 posts)
1 D-1, 1 P-5, 3 P-4, 1 FS, 1 NPO, 11 NS
Rule of Law, Judicial System and Prison Advisory Section
(26 posts)
1 P-5, 3 P-4, 2 P-3, 1 P-2, 1 FS, 6 NO, 8 NS, 4 UNV
Electoral Assistance Office
18 GTA: 1 D-1, 6 P-4, 3 P-3, 1 FS, 3 NO, 4 UNV
Human Rights Section
(61 posts)
1 D-1, 1 P-5, 2 P-4, 11 P-3, 1 FS, 13 NO, 21 NS, 11 UNV
United Nations agencies, other international organizations and NGOs
IMF, World Bank, UNDP, ILO, OCHA, FAO, UNHCR, UNESCO, WHO, WFP, UNIDO, UNICEF, UNAIDS, UNFPA, IOM, IMO, Action Contre la Faim-ACF, MSF Belgium, MSF Holland, MSF France, Save the Children UK, Save the Children Sweden

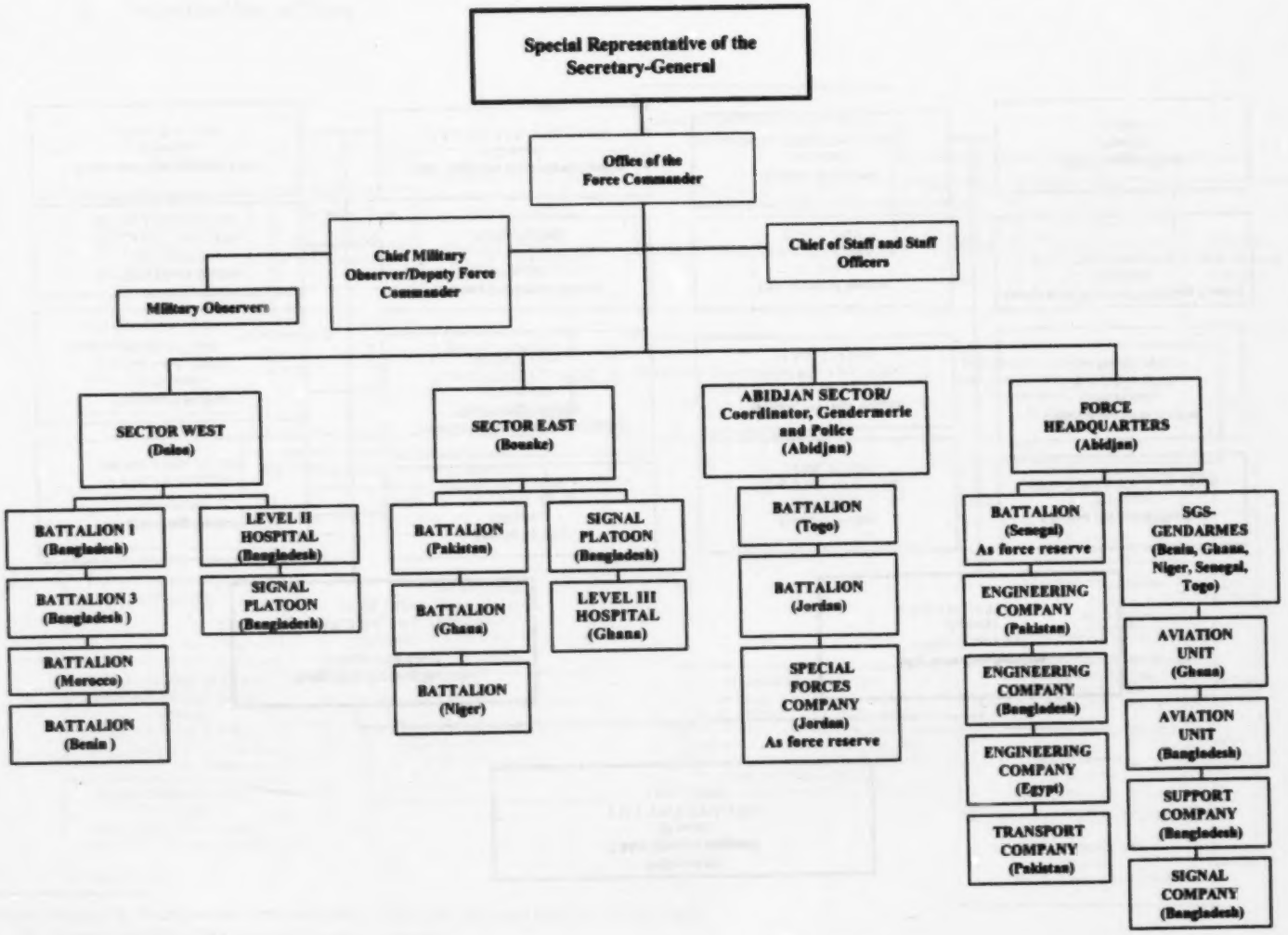
Abbreviations: FS, Field Service; NO, National Officer; NS, National General Service staff; SS, Security Service; UNV, United Nations Volunteers.

* *Provided through general temporary assistance.*

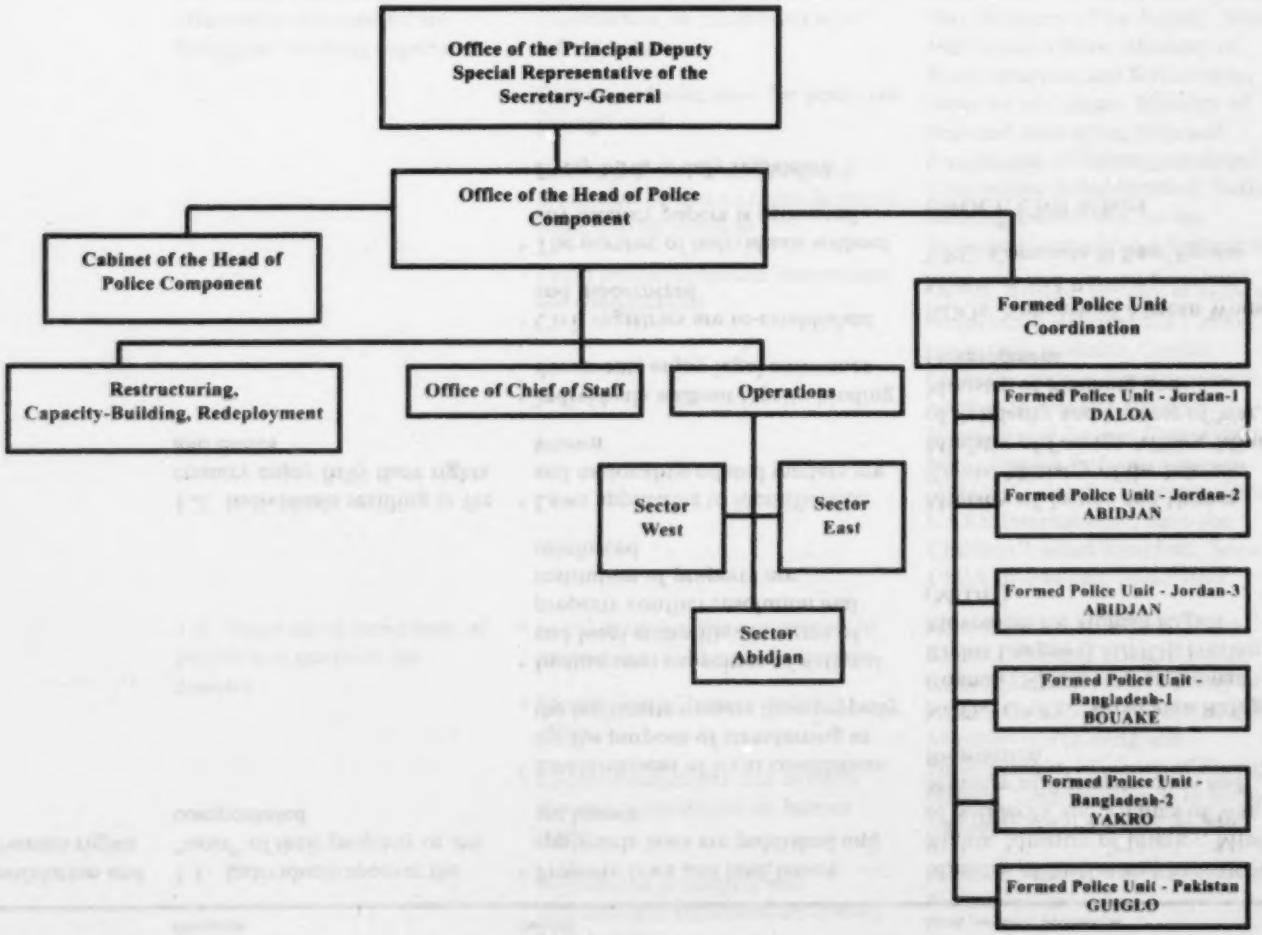
B. Administrative offices


Office of the
Chief Mission Support
(21 posts)
1 D-1, 4 P-4, 2 P-3, 4 FS,
9 NS, 1 UNV
Integrated Support Services
Office of the Chief
(19 posts)
1 P-5, 2 P-4, 2 P-3, 3 FS,
10 NS, 1 UNV
Administrative Services
Office of the Chief
(6 posts)
1 P-5, 1 P-3, 1 FS, 3 NS
Engineering Section
(154 posts)
1 P-4, 7 P-3, 12 FS,
100 NS, 3 NO, 31 UNV
Transport Section
(104 posts)
1 P-4, 1 P-3, 19 FS,
68 NS, 15 UNV
Air Operations Section
(55 posts)
1 P-4, 4 P-3, 1 P-2, 5 FS,
28 NS, 4 NS,* 12 UNV
Contracts Management Unit
(3 posts)
1 P-4, 1 P-3, 1 NS
Supply Section
(62 posts)
1 P-4, 8 P-3, 18 FS,
33 NS, 2 UNV
Communications and Information
Technology Section
(121 posts)
1 P-4, 1 P-3, 2 P-2, 50 FS,
62 NS, 5 UNV
Movement Control Section
(59 posts)
1 P-4, 1 P-3, 1 P-2, 13 FS,
33 NS, 10 UNV
Joint Logistics Operations Centre
(12 posts)
1 P-4, 2 P-3, 2 FS, 5 NS, 2 UNV
Finance Section
(29 posts)
1 P-4, 2 P-3, 1 P-2, 8 FS,
11 NS, 6 UNV
Medical Services Section
(58 posts)
2 P-4, 1 P-3, 1 FS, 8 NO,
34 NS, 12 UNV
Procurement Section
(17 posts)
1 P-4, 2 P-2, 4 FS,
9 NS, 1 UNV
Counselling Unit
(5 posts)
1 P-4, 1 P-3, 1 NS, 2 UNV
Civilian Personnel Section
(21 posts)
1 P-4, 1 P-3, 1 P-2, 6 FS, 12 NS
General Services Section
(69 posts)
1 P-4, 3 P-3, 11 FS,
46 NS, 8 UNV
Integrated Mission Training Centre
(8 posts)
1 P-4, 1 FS, 1 NO, 2 NS, 3 UNV
UNV Support Unit
(3 posts)
3 UNV

C. Military component



D. Police component


Office of the Principal Deputy Special Representative of the Secretary-General
Office of the Head of Police Component
Cabinet of the Head of Police Component
Restructuring, Capacity-Building, Redeployment
Office of Chief of Staff
Operations
Sector West
Sector East
Sector Abidjan
Formed Police Unit Coordination
Formed Police Unit - Jordan-1 DALOA
Formed Police Unit - Jordan-2 ABIDJAN
Formed Police Unit - Jordan-3 ABIDJAN
Formed Police Unit - Bangladesh-1 BOUAKE
Formed Police Unit - Bangladesh-2 YAKRO
Formed Police Unit - Pakistan GUIGLO

Annex III

Information on funding provisions and activities of United Nations agencies, funds and programmes

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
1. Peace consolidation and protection of human rights	1.1. Individuals recover the "*usus*" of their property or are compensated	• Property laws and land tenure applicable laws are published and are known • Establishment of local committees for the purpose of transferring to the legitimate owners their property • Institutional capacities of national and local authorities in terms of property conflict resolution and restitution of property are reinforced	Ministry of Justice and Human Rights, Ministry of Interior, Ministry of Solidarity and Victims of War, Ministry of Reconstruction and Reinsertion NGOs: CARE, Norwegian Refugee Council (NRC), Ivorian Human Rights League (LIDHO), Ivorian Movement for Human Rights (MIDH)
	1.2. Individuals residing in the country enjoy fully their rights and duties	• Laws applicable to identification and nationality-related matters are known • Individuals without legally binding documents enjoy legal assistance • Civil registries are re-established and modernized • The number of individuals without any identity papers is estimated • Every birth is duly registered	Ministry of Justice and Human Rights, Ministry of the Interior, Ministry of Foreign Affairs, Ministry of Solidarity and Victims of War, Ministry of Planning and Development NGOs: Network of African Women Ministers and Parliamentarians, NRC, Comunità di Sant'Egidio UNOCI: Civil Affairs

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
	1.3. Local communities affected by the conflict are living and working together	• Local communities are involved in construction or rehabilitation of infrastructure • Culture and education for peace are strengthened • Mechanism for monitoring and protection of human rights is put in place and operational • Local peace/protection committees are strengthened	Ministry of Solidarity and Victims of War, Ministry of the Family, Women and Social Affairs, Ministry of Reconstruction and Reinsertion, Ministry of Labour, Ministry of National Education, National Programme of Reintegration and Community Rehabilitation, National Steering Committee for the Redeployment of the Administration NGOs: Afrique secours et assistance, Association de soutien à l'auto-promotion sanitaire, Caritas, Mutuelle pour le développement, la santé et la sécurité alimentaire, International Rescue Committee, NRC, Danish Refugee Council (DRC), Search for Common Ground, CARE International, Save the Children-United Kingdom, Save the Children-Sweden, Solidarités
	1.4. Freedom of movement of people and goods in the country	• Local communities are sensitized against the illicit use of weapons • Monitoring of human rights is effective • Local communities and defence forces are sensitized on human rights • Republican principles and international standards are known to the army	Ministry of Justice and Human Rights, Ministry of the Interior, Ministry of Defence, Ministry of the Family, Women and Social Affairs, Ministry of Planning and Development, Ministry of Foreign Affairs, Coordination de la politique nationale sur les armes légères UNOCI: Rule of Law and United Nations police

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
2. Governance	2.1. Ivorian administration more effective, transparent and accountable	• Capacity-building of State authorities is strengthened (prospective, planning and control)	Office of the President (Inspection Générale d'Etat), Office of the Prime Minister
		• Capacity-building in terms of planning and public policy monitoring and evaluation are strengthened	Ministry of Planning and Development, Ministry of Economy and Finance, Ministry of Civil Service
			NGOs: Community-based organizations, civil society organizations, consumer associations, LIDHO, MIDH
	2.2. Electoral processes are inclusive and democratic	• Capacity-building in terms of management of electoral processes in accordance with international standards is strengthened	Office of the President, Office of the Prime Minister, Ministry of the Interior, Ministry of Defence, Ministry of Economy and Finance, Ministry of Justice and Human Rights, Ministry of the Family, Women and Social Affairs, Ministry of Reconstruction and Reinsertion, Ministry of Communication, National Statistical Institute, National Identification Supervisory Commission, Economic and Social Council, Fonds pour le développement de la formation professionnelle, political parties, media
		• Capacity-building in terms of the participation of the media and the population in the democratic process is strengthened	UNOCI: Electoral Assistance Division, Gender Adviser, Public Information Office

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
	2.3. Democratic institutions (executive, legislative and judiciary) are protecting fundamental rights	• **Institutional framework applicable in connection with protection, security, promotion of human rights in accordance with international standards** • **Effective and efficient functioning of the judiciary in the country** • **Mechanisms are in place to ensure an independent functioning of the justice and security systems** • **Legal framework applicable to justice and security are amended so as to incorporate the applicable international standards in terms of protection of human rights** • **Civil society organizations in general and human rights organizations in particular are strengthened in terms of capacity-building** • **Conditions of detainees are enhanced**	**Office of the President** **Office of the Prime Minister** **Ministry of the Interior, Ministry of Defence, Ministry of Justice and Human Rights, Ministry of the Family, Women and Social Affairs, Parliament** **NGOs: LIDHO, MIDH, Forum Ivoirien de la sécurité, local communities, Observatoire pour la liberte de la presse, de l'ethique et de la deontologie** **UNOCI: Rule of Law, United Nations police, Child Protection**
	2.4. Decentralization and local development are effective	• **Applicable legislation in terms of transfer of powers (from central authorities to local authorities) is enacted** • **Strengthening of capacity-building of local authorities** • **Financing mechanisms are put in place to ensure implementation of transfer of powers from central to local level**	**Office of the Prime Minister** **Ministry of the Interior** **Ministry of Planning and Development, Ministry of Economy and Finance, Ministry of Communication, local authorities, Fund for Professional Development and Training, Sécretariat national à la gouvernance et au renforcement des capacités**

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
		• Inclusive participation of local communities to local decision-making processes	NGOs: local human rights NGOs UNOCI: Public information office
		• Civil society organizations are strengthened to allow their involvement in the local development process	
		• Strengthening of the media so as to allow more accountable communication	
	2.5. Gender balance and basic rights for women are duly taken into consideration at policy and programme levels	• Institutional frameworks and national policies take duly into consideration the gender aspect at national and local levels	Office of the President Office of the Prime Minister
		• Autonomy and decision-making by women is enhanced	Ministry of the Family, Women and Social Affairs, Ministry of Planning and Development, Ministry of Economy and Finance, Ministry of Agriculture, Ministry of Trade, Ministry of Civil Service, Ministry of Technical Education and Vocational Training, Ministry of National Education, Ministry of Health and Public Hygiene, local authorities
		• National responses vis-à-vis gender-based violence is strengthened	NGOs: gender, local community related UNOCI: gender
3. Basic social services	3.1. Equitable access of girls and boys to basic education is enhanced and the number of children having received primary education is increased	• Increase in availability of preschool and primary education	Ministry of Education, Ministry of Technical Education and Vocational Training, Ministry of Youth and Sports, Ministry of Health and Public Hygiene, Ministry of the Family, Women and Social Affairs, local authorities, local communities, NGOs
		• Number of children having access to food in school is increased	
		• Implementation of the national education plan for girls	

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
		• Communities are sensitized to children's right to education	
		• Promotion of women's literacy	
		• Public funding so as to ensure free education	
		• Capacity-building in terms of basic education staff is strengthened	
		• Strengthening of informal education of teenagers	
		• Pedagogical and physical conditions are enhanced	
		• Scholarly environment adapted to children	
		• Sanitary conditions for children are improved	
	3.2. Supply of and demand for health care is strengthened	• Access of pregnant women, nursing women and children under 5 years of age is improved	Ministry of Health and Public Hygiene, Ministry of Youth and Sports, Ministry of Planning and Development, local authorities, training institutions, NGOs
		• Availability and quality of immunization services is increased	
		• Quality of policy documents and directives applicable to sanitary services is improved	
		• Sanitary districts in central, northern and western areas are strengthened	
		• Sanitary structures are renovated	
		• Management of medicinal products and inputs is enhanced	

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
		• Community rehabilitation	
		• Health-care system of universal health insurance is reframed	
		• Epidemiologic surveillance system is strengthened	
		• Prevalent diseases are duly taken care of	
		• Preparedness capacities towards humanitarian emergency responses are strengthened	
		• National capacities of national nutrition programme are strengthened	
		• Integrated services related to reproductive and sexual health are strengthened	
		• Legal framework for the national programme of health and reproduction is strengthened	
		• Supply and demand of services in terms of integrated services for reproductive and sexual health for teenagers and young people are strengthened	
	3.3. Provision of services and global HIV/AIDS response is strengthened	• Coordination and fund-raising mechanisms for national response are strengthened	Ministry responsible for the fight against HIV/AIDS, Ministry of Youth, NGOs
		• Capacity-building in terms of monitoring and evaluation of governmental structures are strengthened	

Priorities	Outcomes	Outputs	Lead, partners, mechanism
		• Strategic national programme against AIDS 2011-2015	
		• Preventive services are accessible to women, young people and other vulnerable groups	
		• People infected and affected by HIV/AIDS benefit from a global health system	
		• Protection strategy for the rights of HIV/AIDS-affected persons is strengthened	
		• Capacity-building to respond to humanitarian emergencies is strengthened	
	3.4. Equitable access by the population, in particular women and children, to water, sanitation and hygiene and energy services	• Access to drinkable water services is strengthened	Ministry of Economic Infrastructures, Ministry of Health and Public Hygiene, Ministry of the Interior, Ministry of Mines and Energy, Ministry of Cities and Urban Health Côte d'Ivoire water distribution company, private businesses, local authorities, NGOs
		• Provision of and servicing of sanitation infrastructures is strengthened	
		• Provision of energy services is strengthened	
		• Technical capacity and equipment of local partners is strengthened	
		• Best practices in terms of hygiene are made accessible to the population	
		• Institutional and legal framework applicable to water, sanitation and hygiene is amended	

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Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
	3.5. Protection of vulnerable groups (women and children) is strengthened against all kinds of abuse, exploitation and violence	• Sensitization of population against the risks of abuse, exploitation and violence • Victims of such abuse, exploitation and violence are taken care of • Amendment of the applicable legal framework to strengthen the protection of vulnerable groups and victims of abuse, exploitation and violation	Ministry of the Family, Women and Social Affairs, Ministry of Health and Public Hygiene, Ministry of Technical Education and Vocational Training, Ministry of Justice and Human Rights National and international NGOs
4. Economic recovery and food security	4.1. Capacity of central and local authorities in terms of economic governance and development policies is strengthened	• Management of public resources is strengthened • National and local capacities for the formulation of reduction of poverty and growth policies are strengthened • Institutional framework in support of budgeting process is sensitized to gender-related matters • Strategic partnerships are strengthened • National capacity in terms of collection, analysis, and release of appropriate data is strengthened • National Programme for food security • Enhanced knowledge of the impact of HIV/AIDS in rural areas • National capacities in terms of policy and strategy applicable to food security are strengthened • Early warning mechanisms for food crisis are put in place	Ministry of Planning and Development, Ministry of Economy and Finance, Ministry of Trade, Ministry of Industry and Promotion of the Private Sector, Ministry of Technical Education and Vocational Training, Ministry of the Interior, Ministry of the Family, Women and Social Affairs, Ministry of Justice and Human Rights

Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
	4.2. Activities of private sector are re-energized for the purpose of economic recovery	• Industrial policy (short to medium term) based on the transformation process of existing resources is implemented • Capacity of regulatory institutions is strengthened • Capacity of small and medium-sized enterprises is strengthened • Better knowledge of the impact of AIDS on the private sector	Ministry of Animal Production and Fish Resources, NGOs, civil society organizations
	4.3. Job creation mechanisms in favour of youth, women, internally displaced persons and communities are put in place	• Rural development strategy towards youth and women • Vulnerable groups better trained • Local communities and vulnerable groups have better access to financial services • Entrepreneurial activities and income-generating activities for youth, women and vulnerable groups are created	Ministry of Agriculture, Ministry of Solidarity and Victims of War, NGOs, civil society organizations
	4.4. Vulnerable households have access to good quality food	• Access to seeds • Mitigation of post-crops losses • Apprenticeship in food transformation income-generating activities	Ministry of Agriculture, Ministry of Solidarity and Victims of War
5. Environment	5.1. Policies, mechanisms and legal frameworks are in line with sustainable management of the environment	• Technical capacities of national institutions are strengthened • Central and local authorities are duly sensitized to the importance of environmental issues • Technical and operational capacities of national institutions are strengthened	Ministry of Environment, Water and Forestry, Ministry of Planning and Development, Ministry of Agriculture, Ministry of the Interior, Ministry of Cities and Public Health, Ministry of Animal Production and Fish Resources, Chamber of Commerce and Industry, NGOs, civil society organizations

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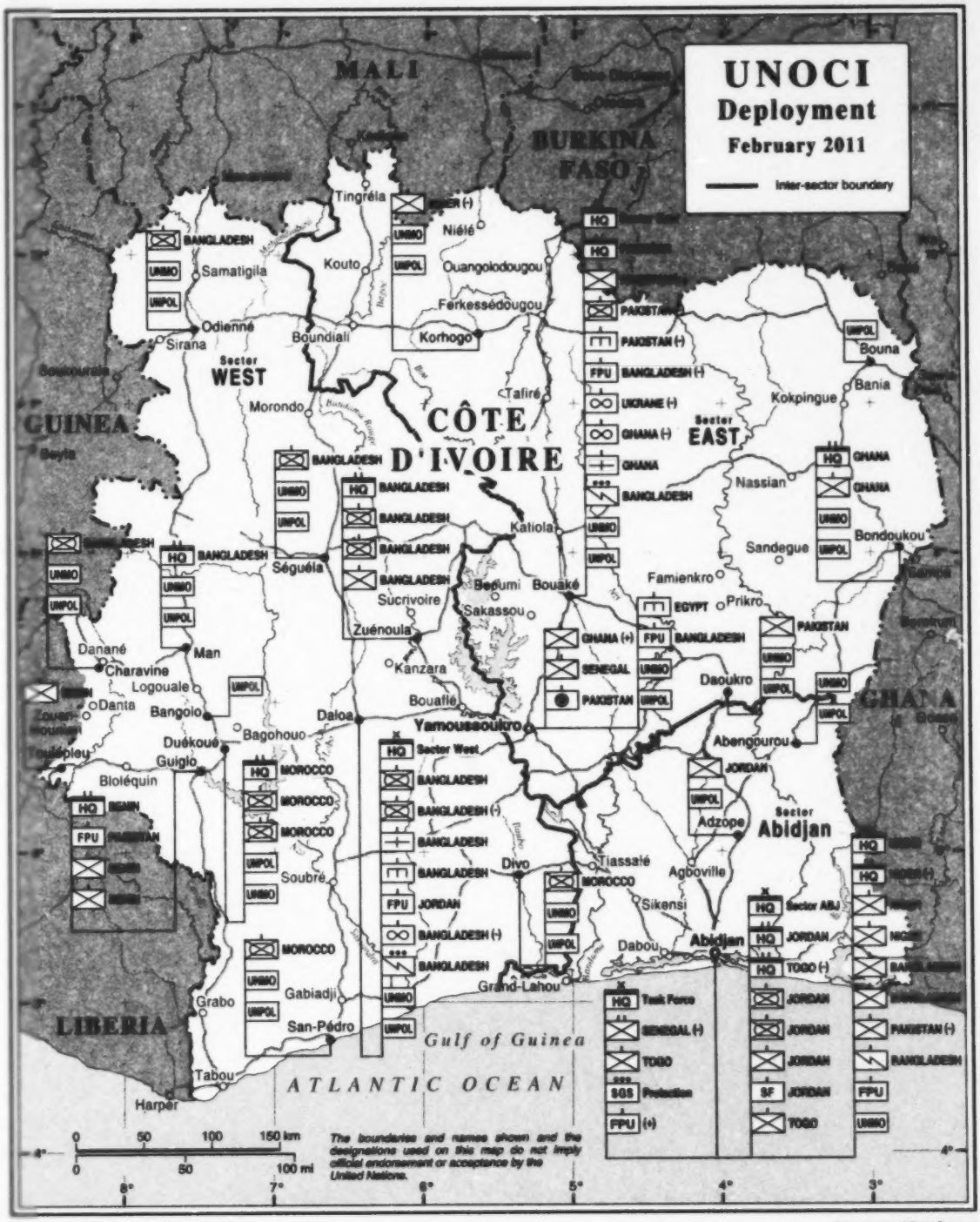
Priorities	*Outcomes*	*Outputs*	*Lead, partners, mechanism*
	5.2. Participation and inclusiveness of civil society to contribute to a sustainable management of the environment	• Public-private partnerships are strengthened	
		• Mechanisms in terms of community management of the environment are put in place	
		• Local population is sensitized and its capacity is strengthened for the protection and sustainable management of the environment	
		• Income-generating activities are put in place for better protection of classified forests	
	5.3. Biotechnology, climate change and natural and technological disasters are more understood by the Government	• Establishment of appropriate evaluation mechanisms of risks associated with biotechnology, climate change and natural and technological disasters are put in place	
		• Planning documents and risk mitigation documentation are drafted and operational	
		• Early warning and national contingency plans are established	
		• Sensitization of the population	


UNOCI
Deployment
February 2011
Inter-sector boundary
MALI
BURKINA FASO
GUINEA
LIBERIA
CÔTE D'IVOIRE
Sector WEST
Sector EAST
Sector Abidjan
Tingréla
Niélé
Kouto
Ouangolodougou
Samatigila
Odienné
Sirana
Boundiali
Korhogo
Ferkessédougou
Morondo
Tafiré
Séguéla
Katiola
Bouaké
Sucrivoire
Zuénoula
Sakassou
Kanzara
Bouaflé
Yamoussoukro
Daloa
Man
Danané
Charavine
Logouale
Danta
Bangolo
Duékoué
Bagohouo
Guiglo
Bloléquin
Soubré
Grabo
Gabiadji
San-Pédro
Tabou
Harper
Gulf of Guinea
ATLANTIC OCEAN
Divo
Tiassalé
Agboville
Sikensi
Abidjan
Dabou
Grand-Lahou
Adzope
Abengourou
Daoukro
Famienkro
Prikro
Nassian
Sandegue
Kokpingue
Bouna
Bania
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PAKISTAN
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GHANA
SENEGAL
UKRAINE
UNMIO
UNPOL
HQ
FPU
Task Force
SGS Protection
SF
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0 50 100 mi
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No. 4220 Rev. 31 UNITED NATIONS
February 2011
Department of Field Support
Cartographic Section